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ABSTRACT

This first of two volumes reporting a study of employment and training programs for adult felony offenders addresses three study objectives. They are to recommend (1) ways of more effectively coordinating training and employment programs for offenders: (2) methods for program planning, funding, and evaluating: and (3) methods for providing offenders greater access to the labor market. The first two sections summarize major findings and conclusions and outline methodology. Section 3 describes the offender population: reviews characteristics of felony offenders on probation, parole, and in institutions: and discusses impediments to employment and importance of employment in habilitation. Section 4 analyzes problems common to all components of the criminal justice system. Section 5 assesses two major institution training and work programs--Prison Education and Institutional Industries. Section 6 discusses programs and services related to preparing a resident for release into the community. Section 7 reviews funding and operations of community programs, coordination activities, and obstacles to coordination. Section 8 overviews current coordination and planning problems. Section 9 discusses and assesses program evaluation methods. Recommendations are made at the end of each section. Appendixes, amounting to one-half of the volume, contain program data tables, examples of coordination methods, glossary of acronyms, and program and client questionnaires. (YLB)

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REPORT ON EMPLOYMENT AND TRAINING PROGRAMS FOR ADULT OFFENDERS IN WASHINGTON STATE

VOLUME I

DISCUSSION AND RECOMMENDATIONS

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U S DEPARTMENT OF HEALTH,
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EDUCATION

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The cooperation of the many people who provided input for this report is gratefully acknowledged. Many directors and other representatives of the various adult offender employment and training programs, CETA prime sponsors, state agencies, and business and labor representatives around the state contributed to the writing of this report. Of the state agencies that were contacted, the staff of the Adult Corrections Division deserves special thanks for all the information they generously gave. In addition, the cooperation of the agencies and organizations contacted in other states is appreciated. The material supplied by them was valuable to our understanding of other approaches to increasing the effectiveness of employment and training programs.

Special thanks also goes to the entire clerical staff of the Employment and Training Division for the forbearance they displayed in meeting typing deadlines. Especially tolerant and indispensable was Ms. Vickie Johnson, who devoted many hours to prepare the manuscript of this report.

INTRODUCTION

This study of employment and training programs for adult felony offenders was conducted at the request of the House Institutions Committee of the Washington State Legislature. The objectives of the study are to:

- Identify employment and training programs available to adult offenders that are state funded or otherwise influenced by the state;
- Recommend ways of more effectively coordinating training and employment programs for offenders;
- Recommend methods for planning, funding, and evaluating such programs; and
- Recommend methods for providing offenders greater access to the labor market.

This report is divided into two volumes. The first volume, Discussion and Recommendations, addresses the latter three objectives of the study. It contains discussions of the characteristics of the adult offender population, barriers to employment that offenders face, and suggested criteria and methods for evaluating employment and training programs for offenders. It also includes an assessment of the current state of coordination among the various programs and recommends methods to increase coordination. Recommendations are contained at the end of each section but the first. This volume is divided into the following sections:

SUMMARY

Major findings and conclusions are outlined in this section.

EMPLOYMENT AND THE CORRECTIONAL CLIENT

This chapter contains a description of the Washington offender population. Characteristics of the felony offenders on probation, parole, and in the institutions are reviewed. Also discussed are impediments to employment that offenders face and the importance of employment in the habilitation of this target group.

SYSTEM-WIDE FINDINGS

Problems common to all components of the criminal justice system are analyzed in this section. This includes discussion of the number of offenders in need of employment and training services, available funds, and staff development.

INSTITUTIONAL PROGRAMS

In this section, the two major institution training and work programs--Prison Education and Institutional Industries--are assessed. The development of individual program plans and program incentives is also discussed.

TRANSITION PROGRAMS

Programs and services related to preparing a resident for release into the community are assessed.

COMMUNITY PROGRAMS

This section contains a review of the funding and operations of community programs as well as coordination activities and obstacles to coordination.

PLANNING

An overview of current coordination and planning problems is presented. Recommendations are made for the development of a two-tiered planning process which could improve the planning of employment and training programs for offenders, as well as encourage program coordination.

EVALUATION CRITERIA

Various evaluation methods are discussed and assessed. Criteria for evaluating offender employment and training programs are recommended.

PROGRAM DATA TABLES

Five tables are presented containing programmatic and client information on programs providing employment and training services specifically to offenders. These tables are in Appendix A.

EXAMPLES OF COORDINATION METHODS

This section contains descriptions of several programs that address the coordination issue at the local or state level. Programs in Washington State and other states are outlined. This section is in Appendix B.

The second volume of this report, Resources Directory and Program Descriptions, contains an inventory and descriptions of employment and training programs available to offenders. This volume serves as a basis for discussions and recommendations in Volume I. The directory also has a practical use beyond the confines of this report: it will be distributed to correctional staff, offenders, and staff of employment and training programs to be used as a guide to available resources and services in the state. This is the first time a directory such as this has been compiled.

The discussions and recommendations contained in the report concentrate on ways of improving the employability of offenders, as well as ways of encouraging cooperation both within and among employment and training programs to improve the delivery of services. This report does not assess the relative success of the individual programs. Due to the fact that this report concentrates on identifying ways of improving effectiveness of offender programs, it may appear to be critical in nature. However, it should be stressed that there are many positive program aspects and many dedicated people working in the field around the state.

It should also be noted that overcrowding is a problem that affects the planning and operation of employment and training programs for offenders. While the overcrowding of the state's correctional facilities is not a topic of this report, the impact of this situation is certainly felt on the operations of the educational and work programs within the institutions. Two responses to the dilemma of overcrowding are to increase the number of persons released from the institutions or decrease the number of persons sentenced to them. If either approach is implemented, the need for employment and training services in the communities will increase.

This report will not address this issue further, as others are looking into this particular problem. It is important to stress, however, that overcrowding does have an impact on all programs operating within the institutions as well as in release planning. Until this problem is resolved, some of the issues mentioned in this report will probably not be properly discussed or implemented.

For the purposes of this report, the offender population is defined as follows: persons (1) participating in a pretrial diversion program; (2) convicted of a misdemeanor or felony and under probation or parole supervision; or (3) incarcerated in a correctional institution or participating in a work/training release program. Programs for juveniles, the juvenile correction systems, or the adult federal corrections system are not a target of this report.

The reader is also directed to two performance audits conducted by the Legislative Budget Committee for more specific information on two programs discussed in this report: The Prison Education Program and the State Work Orientation Program.*

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*The audit on the State Work Orientation Program is scheduled for completion by October 20, 1978.

SUMMARY

OVERVIEW

In the State of Washington, there are currently over 19,000 adult felony offenders. The majority of these offenders reside in local communities, the remainder are incarcerated in the state's adult correctional institutions. While this population is not entirely homogenous, most offenders presently in contact with the criminal justice system are young, undereducated males. Also, most offenders have an unstable work history; when arrested a person is likely to be unemployed and to have few financial resources.

Compared as a group to the population at large, offenders have greater difficulties in finding jobs. These barriers to employment can include:

- Lack of marketable skills;
- Lack of job-searching skills;
- Poor attitude and motivation;
- Employer prejudice.

Numerous studies showing the positive influence of job stability on recidivisim indicate the importance of training and employment development programs for offenders. It is estimated that at a minimum, 6,800 felony offenders are presently in need of some employment or training assistance.* During the course of this study, fifty-five programs were identified around the state which provide a variety of employment and training services specifically to offenders. The majority of these programs are community-based operations, with several others operating in the institutions or on a statewide basis.

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*If misdemeanants and diversion clients are included, this number would probably double.

In assessing the needs of the offender population, the services provided by the various employment and training organizations, and the extent of inter-agency and intra-agency coordination, a number of conclusions are drawn in this report about the current state of the art of Washington's offender employment and training programs. There are, however, a number of questions that still remain unanswered because of a surprising lack of data and poor information systems. We still are not able to assess in any useful or meaningful way the following:

- The total number of individuals who are presently served by these programs;
- The relative success of the various programs;
- What level of funding may or may not be needed to meet future client needs.

The major conclusions of the report are presented in this section under the following broad categories: program operations, coordination, funding, and evaluation criteria.

PROGRAM OPERATIONS

There is no one type of program that can meet the varying employment and training needs of the adult offender population. Instead, a continuum of services is needed for offenders before, during, and after incarceration.

Institutional Programs: Work and training programs within the institutions can assist a resident in becoming employable upon his or her return to the community. However, to more effectively accomplish this objective, a number of steps could be implemented. These include:

- Conducting a thorough assessment of each resident's employment and training problems and needs upon assignment to an institution. Developing a program plan with the resident which maps out the course of the resident's institutional program from the time of entry through to his or her projected release.
- Providing incentives for residents to participate in institutional programs by rewarding productive behavior.
- Exploring the feasibility of instituting a contract agreement concept that relates release dates to specified accomplishments by the residents.
- Developing better coordination between the prison education programs on a system-wide basis, particularly between the programs operated by local community college districts. Developing program standards and monitoring criteria for all prison education programs.
- Developing additional skill development and work opportunities by initiating combined vocational training and industry programs and by recruiting private industry to establish operations in the institutions.
- Providing for better coordination between the various institutional programs by defining staff roles and instituting a strong attendance policy for the residents participating in the Prison Education Program and Institutional Industries.

Transitional Programs: The transition period between the institution and the community can be a critical time for an individual, yet many residents are unaware of the numerous community resources that are available to assist them upon release. In many cases, they are not sufficiently prepared to enter the work world. To alleviate these problems, prerelease programs should become a higher priority than they have been in the past. In addition, the responsibility for developing release plans should be centralized with one institutional staff member. This would provide for more effective coordination between institution staff as well as between the institution, community-based organizations, and employers.

Community Programs: Although the types of programs and the services delivered by these programs vary tremendously, several program activities were identified which can effectively assist the offender in securing employment.

> Work Experience: Short-term subsidized employment can provide an individual who has never worked or has not recently worked in the competitive labor market with job experience and an orientation to a work environment. In addition, work experience positions can provide a good method of determining whether an individual is willing to work or is just playing the game of looking for a job.
>
> On-The-Job Training: Through such contracts, an employer can be compensated for the costs of training an employee for a particular job, and the employee can use the training to upgrade his or her skills and become more employable. In turn, employers make a commitment to hire the employee full-time once training is complete.
>
> Job Search Assistance: Most offenders, quite simply, need a job. Job placement programs can assist offenders in identifying job openings and in learning how to look for work. To facilitate job retention, follow-up of both the offender and the employer needs to be maintained after the actual job placement. Supportive services need to be provided either directly or through referrals to other agencies.

Most importantly, if the employment and training needs of offenders are to be met effectively, a cooperative relationship between the criminal justice system, employment and training programs, and the private sector must be maintained.

COORDINATION

Duplicate, competing programs increase the costs of providing employment and training services, yet do not improve the level of return on the dollars invested. Better coordination can result in reduced costs and increased services to clients. Increased coordination is needed among employment and training programs. In addition, increased coordination is needed between these programs and criminal justice agencies. While there is very good cooperation between some employment and training development programs and criminal justice agencies, this is not the norm at either the state level or in the local communities. In some cases, employment and training programs work with appropriate criminal justice agencies to plan cooperative programs prior to submitting a grant request; in other cases, these programs secure funding and then develop links with the criminal justice agencies for client referrals. With some exceptions, coordination among employment and training programs at the state and local levels exists informally, if at all. Even though most program directors agree that coordination is needed and could result in better services to clients, there are many reasons given for the lack of coordination attempts. These include "turf" problems, politics, and a fear of not getting credit for job placements. But the crux of the matter is that most service delivery programs are neither required to develop links with other programs, nor, in most cases, offered any incentives to do so.

If coordination is going to be effectively achieved among employment and training programs, criminal justice agencies, institutional programs, and community-based organizations, some incentives to coordinate must be established by the funding agencies.

Of course, the greatest incentive is a financial one. The state has full or partial control over the majority of dollars that are allocated to offender employment and training programs. Therefore, the funding agencies in control of these dollars should require the development of coordination plans among the various employment and training programs as a prerequisite to the receipt of state-influenced funding. However, to effectively accomplish this, some cooperative planning needs to occur at both the state and local levels.

PLANNING

Cooperative planning among the various funding agencies at the state level needs to occur in order to provide the financial incentives necessary to make coordination a worthwhile endeavor for the various employment and training programs. Most funding for employment and training programs is allocated by relatively few agencies. Those currently involved in allocating funds for the delivery of offender employment and training services are the Department of Social and Health Services, Adult Corrections Division, and the Division of Vocational Rehabilitation; Employment Security Department, Corrections Clearinghouse, and the Employment and Training Division; Office of Financial Management, Law and Justice Planning Division; and local CETA prime sponsors.

In addition to providing incentives for programs to coordinate, the following basic planning steps need to be accomplished so that a comprehensive plan for the delivery of these services can be developed on a biennial basis:

- Assess client and program needs;
- Inventory available resources;
- Establish program priorities;
- Monitor and evaluate program outcomes.

Responsibility for accomplishing these planning functions must be assumed at both the local and state levels. Communities should be involved in the planning process by identifying their local needs, ranking these needs, developing methods of coordination, and making recommendations to the funding agencies. The state agencies involved in the funding of employment and training programs should plan for the cooperative expenditure of these dollars.

Going hand in hand with the need for more effective planning and coordination of resources is the need to identify existing resources and inform persons of what and where they are. Clients as well as correctional staff are generally unaware of the many programs available to assist offenders who need training, employment, or supportive services. People must know what services are available if they are going to use them effectively. To facilitate the circulation of information, an inventory of employment and training programs for offenders should be published and distributed periodically. To assist them during the transition back to the community, it is particularly important for residents being released from the adult correctional institutions to be aware of the programs available.

FUNDING

Approximately six million dollars was available for an 18-month period to offender employment and training programs around the state. Most of these dollars, approximately four million, went to community-based programs; the remaining two million was used to fund institutional education programs. The majority of the state funds go to institution programs. At the community level, the largest portion of funds is allocated by local CETA prime sponsors. Statewide planning needs to occur to project the amount of dollars, which may or may not be needed; to sufficiently meet the offender's employment and training needs; and, to the extent possible, to identify gaps in services. However, it is anticipated that the amount of dollars specifically allocated for the training and employment of offenders at the community level will decrease during 1979. Both the Division of Vocational Rehabilitation and Employment Security's Corrections Clearinghouse anticipate a reduction in their budgets for direct services to clients. Existing services should be supplemented by pursuing National Discretionary CETA funds through the State Prime Sponsor, by identifying previously unused federal funding sources, and by thoroughly orientating clients to the programs already available in the community.

Specific state appropriations for offender employment and training programs have been limited to three major areas: the Prison Education Program, the State Work/Training Release Program, and the ex-offender portion of the Employment Security Department's Work Orientation Program. Through the latter program, dollars are used to provide job placement services for offenders by private organizations on a fee-for-service basis. To maximize the utilization of these funds, a portion of them should be available to match other employment and training dollars identified at local and federal levels. If a portion of these funds could be used to attract additional funds, more clients could be served without increased appropriations.

EVALUATION CRITERIA

Before evaluation criteria is decided upon, the purpose of the evaluation must be determined and different evaluation methods assessed. In addition, the costs in time and money must be gauged and the availability of data determined. Taking these factors into consideration, it is concluded that a nonexperimental evaluation approach be used to assess offender employment and training programs.

Evaluation criteria for employment and training programs should include the results of student achievements, the improvement of their employment status, the earnings of participants, and the average cost per placement in jobs. The long-range impact these programs have on recidivism is also an important consideration. But until a better data collection system is developed or current systems modified, it would be too costly to use recidivism as an evaluation criteria.

for each program. In the meantime, in order to have information on which to make long-term policy decisions, select research or model programs should test such variables as the costs, benefits, and the impact the program has on recidivism. In addition, each individual program should be required to collect basic information about its clients so that comparisons can be made from these data. Standard data collection methods and common program definitions and format are needed for all programs.

METHODOLOGY

In an attempt to fulfill the objectives of this report, the following methods were used:

COLLECTION OF RESEARCH MATERIALS

Throughout the study, research materials relevant to the project were identified and requested. These include secondary sources of information, publications on employment and training programs for offenders, and facts concerning recidivism and its possible causes. Also sought and researched was information on programs and employment and training service delivery systems operating in other states. Many of these reports and materials are listed in the bibliography.

CLIENT CHARACTERISTICS

Because there is no single source of data on offenders at all stages of the adult corrections system, data were collected from several sources to obtain information on the offender population. These sources of information were as follows:

Department of Social and Health Services, Office of Program Analysis, Planning and Research Division: Data were obtained on incarcerated offenders, probationers, and parolees.

Parole Board Decisions Project: A special computer run produced specific data on employment histories and educational levels of persons released from the institutions. Although the information was collected only through 1975, it reflects, within an acceptable range, trends and characteristics that are still valid.

Office of the Administrator of the Courts: Misdemeanant data were obtained from this source.

AGENCY QUESTIONNAIRE

To obtain information on employment and training programs and input on various issues relating to the employment of offenders, a survey was conducted. A test questionnaire was designed and mailed to ten organizations around the state. Program directors were asked to give us an evaluation of the appropriateness of the questions asked, with specific emphasis on the usefulness and relevancy of the questions and the availability of requested data. Advice was also requested on other questions which would be important to ask but had not been included in the original questionnaire.

Based on the responses to the test questionnaires, a final questionnaire was designed (see Appendix D). The final version was an expanded form of the test questionnaire and provided a broader opportunity for the respondents to view their ideas about coordination, evaluation, and employment and training needs of offenders. The final questionnaire contained two types of questions: those requiring objective data, such as the number of participants during the data period; and those requesting subjective responses, such as the causes of recidivism and the reasons for the correctional client's failure to find employment. A total of 111 questionnaires were mailed to programs identified around the state: 101 were returned, yielding a 91 percent response rate. Five of the questionnaires were returned by representatives of programs involved in activities outside the purview of this study and, therefore, were not used.

The objective data on programs, organizations, and agencies that maintain projects specifically for offenders or whose total client composition was comprised of at least 50 percent offenders were compiled in the five program data tables included in Volume I, Appendix A.

For various reasons, all of the data requested in the questionnaires have not been used in this final report. Often the response rate for a particular question was too small to report with validity or usefulness. Also, some questions proved too vaguely worded, and judging by the responses, misleading, thereby failing to elicit a reliable response. So that all data would be comparable, information was requested for the calendar year of 1977 or from a period as close to that as possible.

CLIENT QUESTIONNAIRE

A separate questionnaire was designed for the offender population in order to get their perspective on the problems they have in obtaining jobs and to determine what services they would like to see delivered. The purpose of the questionnaire was to (1) give a reasonable opportunity for offenders to respond and to have some input into this report, and (2) garner some indication of their needs according to their perspective. The questionnaire also asked what programs they participated in, both within the correctional institutions and after they were released. They were requested to evaluate the effectiveness of these programs and invited to make recommendations on the ways services could be upgraded. These client questionnaires were distributed to work/training releasees at the state work release facilities. A copy of the client questionnaire is in Appendix E. Of the 250 client questionnaires distributed, 28 were returned, a response rate of 11 percent. Considering the use of a select population group, and the low response rate, this sample cannot be assumed to be necessarily representative of the entire offender population. However, even though scant information was collected, it is used to provide some insight into the views of the offender population.

FOLLOW-UP INTERVIEWS

After the questionnaires were returned, interviews were arranged with 65 of the responding program directors or their representatives. Each program for which offenders comprised 50 percent of its clients or had special projects aimed at offenders was included in the interviewing process. The purpose of the interviews was to clarify responses to the questionnaire, to get further input on coordination and planning issues, to see firsthand how programs operate, and to record any other ideas that the respondents might have. These interviews allowed the maximum opportunity for the program representative tc participate in this report.

In addition, business and labor representatives; civic groups; CETA prime sponsors; Adult Corrections, Probation and Parole, and Work Release staff; and Employment Security regional administrators and local office staff were contacted in an effort to get a broad perspective on the issues relating to the employment and training of the offender population. These contacts were made either in person or by telephone.

Every major adult corrections institution was also visited in order to gain better insight on the training and education programs available at the institutions and obtain ideas from staff and inmates.

This input, combined with the questionnaire response and research findings, is the basis for the findings and recommendations of this report.

EMPLOYMENT AND THE ADULT CORRECTIONAL CLIENT

OVERVIEW

For the offender needing vocational training or seeking employment, there exist many programs that provide help, both within the community and within the criminal justice system. The Employment Security Department, CETA, public and private training institutions, and community-based organizations offer programs specifically designed to increase the employability of offenders. The criminal justice system - consisting of the prosecution, the courts, local jails, and state prisons - seeks to reduce crime by providing a number of habilitative services, including training and employment development. Pretrial diversion programs, prison industries, and work/training release are designed to give the offender an opportunity to improve his skills or find a job. Ideally, all these programs should complement each other and work for the common end of habilitating the offender. However, too often the programs duplicate and compete with each other.

To understand the problems and needs of these many programs, one must know the characteristics of the clients they serve - who the offenders are, where they come from, what their backgrounds are, and what barriers to training and employment they face.

WASHINGTON'S ADULT OFFENDER POPULATION

Within Washington's criminal justice system, there exist two distinct categories of offenders: misdemeanants and felons. Most misdemeanants are tried in courts with limited jurisdiction - such as district and municipal courts, justices of the peace, and police courts - and may receive a maximum punishment of six months in jail and a $500 fine.

If a misdemeanant is tried in Superior Court, the maximum punishment can extend to twelve months incarceration and a $1,000 fine. Felony offenders are always tried in Superior Court and may be sentenced to a county jail for a maximum of one year or punished by death or incarceration in a state institution for which the maximum limit is prescribed by statute.

Not all offenders are tried, convicted, and sentenced. Those who are, are not always incarcerated, and those who are incarcerated do not always serve their full sentences. The prosecutors, courts, and corrections have several different courses of action available to them when dealing with offenders:

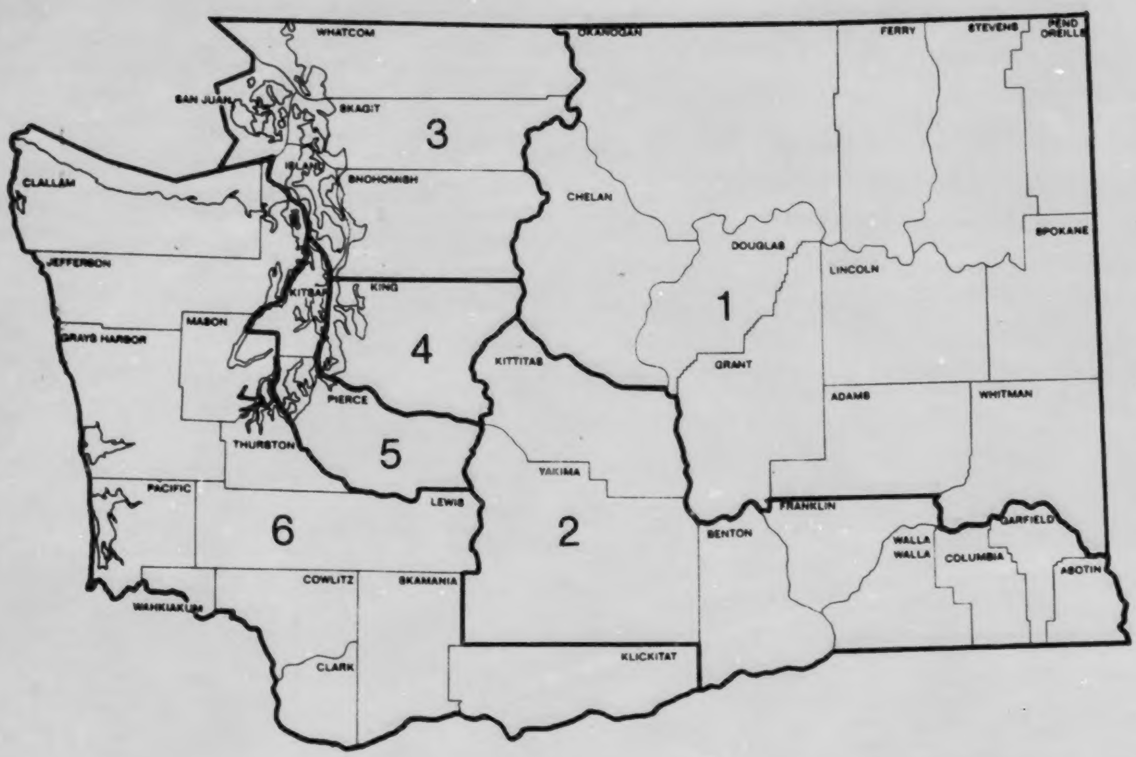
> Diversion: Formal criminal proceedings may be halted or suspended before trial and the offender diverted into a special, supervised program. In most cases, diverted offenders are required to participate in treatment programs, to maintain employment, or to pay restitution as a condition of diversion. If they do not complete these conditions, court proceedings on the original charges can begin again.
>
> Probation: Conditional freedom often is granted by the court to a convicted offender. Conditions of probation can include reporting to a probation officer, maintaining employment, participating in a treatment program, paying restitution, providing community service, or being confined in jail for a specified amount of time.
>
> Incarceration: A convicted offender may be committed to a jail or a correctional institution for a designated period of time. The maximum sentence is established by statute.

Work Release: Offenders can be released from jail or a state institution before the completion of their sentences and prior to parole. Participants in work release must be employed full-time or enrolled in a training program.

Parole: Felons frequently are released from a correctional institution before completing their full sentences by the Board of Prison Terms and Paroles. Parolees are supervised by Probation and Parole Officers until they receive a final discharge from supervision from the Parole Board or unless they are returned to an institution for a parole violation or conviction of a new offense. There is also another type of parole, called intensive parole, wherein offenders are paroled shortly after their commitment (approximately 2½ months) and placed on a special parole caseload. Clients in this program are required to report to a parole officer more frequently than those paroled under normal conditions. Intensive Parole Officers maintain a maximum caseload of 20 persons, as compared to a regular caseload of 70 to 80. The Adult Corrections staff selects potential participants; the Parole Board makes the official release decision.

Alleviating recidivism and providing training and employment alternatives to those offenders who need and want them is a burden shared equally by all parts of the state. Each region generates approximately the same proportion of offenders as the others. Likewise, all regions commit offenders to the state's correctional institutions and receive released prisoners at the same rate. Figure 1 shows, according to Probation and Parole regions, the percent of state population, percent of offender population, percent of institutional admissions, percent of releasees, and percent of probation population.

FIGURE 1: PERCENTAGES OF TOTAL STATE POPULATION AND FELONY POPULATION, BY REGION



1

STATE - 15%
OFFENDER - 15%

PROBATION - 16%
SEND TO INSTS. - 13%
PAROLE - 9%

2

STATE - 10%
OFFENDER - 10%

PROBATION - 10%
SEND TO INSTS. - 12%
PAROLE - 11%

3

STATE - 13%
OFFENDER - 10%

PROBATION - 10%
SEND TO INSTS. - 8%
PAROLE - 12%

4

STATE - 32%
OFFENDER - 34%

PROBATION - 35%
SEND TO INSTS. - 31%
PAROLE - 35%

5

STATE - 15%
OFFENDER - 16%

PROBATION - 14%
SEND TO INSTS. - 19%
PAROLE - 18%

6

STATE - 15%
OFFENDER - 15%

PROBATION - 15%
SEND TO INSTS. - 16%
PAROLE - 14%

In the past few years, misdemeanant and felony convictions have increased in the State of Washington and throughout the country. In Fiscal Year 1977, there were 80,400 misdemeanant convictions in the state. For felons alone, there was an average daily population of 19,572 in the state correctional system. During February, 1978, this population was distributed throughout the system as follows:

Institution	3,838
Parole	2,525*
Probation	13,209
Total	19,572

A recent study shows that during the first year of release from a Washington corrections institution, there is a 13 to 14 percent recidivism rate.** By the second year, a total of 23 to 24 percent of the releasees have returned because of parole violations or the commitment of new offenses.

CHARACTERISTICS OF THE ADULT OFFENDER POPULATION

In the course of this study, data on probationers, institutional residents, and parolees were collected. During this process, it was found that an accurate or centralized source of data on criminal justice clients is lacking. This creates a major obstacle to researchers and correctional program managers alike, since the information that is available is extremely limited and cannot be used for a thorough assessment of the services needed by offenders.

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*Reflects only those individuals on "active" parole status.

**Ralph Smith, Who Returns? A Study of Recidivism for Adult Offenders in the State of Washington, (Planning and Research Division, Department of Social and Health Services, Olympia, Washington, 1976), p. 3.

The client information in this report is restricted to felony offenders because no data are available on misdemeanants that assures any amount of accuracy on a statewide basis. The data reflect means and averages, as the population is fluid and changes from day to day. More information on the work history and background of parolees is available than for the institution and probation populations.

While the offender population is not homogenous, the average offender involved with the criminal justice system is more than likely to be a young, undereducated male. The arrested offender is likely to be unemployed and to have little or no financial resources. Although the average educational level of offenders is lower than that of the general population, tests show that their intelligence level does not differ markedly from the general population.* The lack of educational opportunity and motivation contributes to a lower educational achievement. The economic history of offenders is generally characterized by unemployment, low wages, and job instability. Figure 2 gives general information on the adult corrections population in Washington.

> Probationers:** Comprising almost two-thirds of the felony population in Washington, probationers are, on the average, younger and, as a group, better educated than those who are in institutions or on parole: the average age is 26, and slightly more than half have a high school diploma, GED, or have taken college classes. Most probationers

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*Phyllis G. McCreary and John M. Groom, Perspective Package: Job Training and Placement for Offenders and Ex-Offenders (National Institute of Law Enforcement and Criminal Justice, Law Enforcement Assistance Administration, U.S. Department of Justice, April, 1975), p. 5.

**The figures and conclusions on probationers and the institutional population are based upon data provided by the Planning and Research Division of the Department of Social and Health Services and reflect conditions as of December 31, 1977.

FIGURE 2: POPULATION DATA, BY PERCENT

	% of Total Population	% of Probation	% of Institutions	% of Parole
Men	87%	84%	95%	94%
Women	13%	16%	5%	7%
Caucasian	78%	81%	70%	73%
Minorities	22%	19%	30%	27%
Property Offenses	49%	53%	28%	58%
Personal Offenses	21%	16%	43%	23%
Other Offenses	30%	31%	29%	19%
Achieved High School Degree	47%	51%	37%	40%
Mean Age	27	26	29	30

for whom we have data, were out of work when they were arrested. Their previous occupations are listed as service work or general labor. Most probationers have had no military experience.

Sixteen percent of the probation population are women, which is nearly four times as many as there are in institutions or on parole. The majority, 81 percent, are Caucasian. Almost half the probationers were sentenced for property crimes such as theft, burglary and forgery. Drug violations were the next most frequent type of offense, comprising more than one-fifth of the convictions.

Institution Population: There was an average daily population of 3,838 inmates in the state's correction institutions during February, 1978. This population consists of residents physically within the institution, on authorized leave for a short period of time for a specific purpose such as escorted trips and furloughs, and in work/training release programs. The work/training release programs had a total average daily population of 350 for this period.

Over one-third of the residents possess a high school diploma, GED, or have some postsecondary education. Slightly more than half have finished the eleventh grade. It is important to note that there may be a discrepancy between the grade level a student achieves and his or her actual ability. For example, a student with a high school diploma may have only the functional ability of a sixth grader. The Adult Corrections Division reports that residents are, on the average, at an academic level of between fourth and seventh grades.*

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*Based upon data provided in an Adult Corrections Division, Department of Social and Health Services, Draft Policy Report, May 26, 1978.

At the time of admission, offenders between the ages of 19 and 25 had the most unstable employment records and the highest rate of unemployment. The 40- to 50-year olds display the most stable and highest employment rates of any age group. Nineteen percent of those incarcerated stated they worked as general laborers; twelve percent categorized themselves as clerks, sales, and service workers. Women comprise approximately five percent of the residents in the institutions. All women reside at the Purdy Treatment Center while incarcerated. Minorities represent 30 percent of the total institutional population. Of the prison population for whom data could be obtained, 28 percent are incarcerated for crimes against property and 43 percent of crimes against another person. The remaining percent are committed for drug and parole violations.

Parolees:* Ninety-seven percent of the residents in institutions are paroled before their complete sentence expires. In February, 1978, there was an average daily population of 2,525 on parole. Approximately seven percent of this population were women; twenty-seven percent were minorities. Over half of the parolees possess an eleventh grade education or better, while 40 percent have earned a high school diploma, GED, or a college degree, or have completed college courses. Most parolees are between 20 and 26 years old. Over half of those paroled have had two or more felony convictions. Crimes against property constitute the overwhelming majority, 58 percent; twenty-three percent of the parolees had been convicted of crimes against another person.

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*Figures and conclusions for the parole population are based on 1975 release data provided by the Parole Board Decisions Project and the Planning and Research Division, DSHS.

Parolees who were employed during the two-year period before their incarceration demonstrated a high degree of job instability. A review of their work histories reveals that four-fifths of the parolees changed jobs repeatedly, were unemployed in excess of six months at a time, and were out of work more often than they were employed. Only ten percent of the parolees had normal, steady employment histories; six percent never held a job.

Almost all of those parolees who ever worked during the two-year period before their imprisonment had problems keeping their jobs. Specific examples of problems contributing to the high rate of employment instability include: lack of experience or training, physical handicaps, personality problems, absenteeism, and alcohol, drug, and psychological problems affecting job performance. In addition, over one-third of the parolees simply were unavailable for work at various times during this two-year period because of confinement either in a mental institution, jail, or some other detention facility.

Preceding their imprisonment, women maintained slightly more stable job histories than men, but there is no significant difference between the job-related problems both experience. Women, however, were unemployed at twice the rate of men. They comprise a much higher percentage of those parolees who had never been employed; yet, only half as many women as men were unavailable for work because they were confined to some sort of institution during that period.

Experience in the military seems to have a steadying effect on the employment history of all parolees. One-third of the parolees served in the military and were more stable in their jobs and encountered fewer problems in their work than those parolees without military training. Almost half of the discharges received by parolees were honorable.

BARRIERS TO EMPLOYMENT

As the preceding data indicate, offenders have barriers to employment that others do not face. Among staff of employment and training programs, there is a consensus that offenders have greater difficulty in finding work, as well as retaining it, than other disadvantaged groups. In addition to the previously discussed obstacles to securing a job, offenders must face employer prejudice, their own unrealistic career expectations, and the lack of community support systems - such as transportation or child care - or access to those that do exist. Opportunities for offenders are also affected by the change in the nature of the labor market. Fewer jobs are available requiring low or moderate skills and, at the same time, still provide a decent wage. Indeed, there is decreasing demand for general laborers everywhere. The Research and Policy Committee for the Committee for Economic Development states that at the beginning of the century, over half of the total work force was unskilled; currently, that figure is less than ten percent.* Without marketable skills, offenders find themselves with fewer job opportunities. Low-paying and unattractive jobs offer small inducement to adjust to the work environment.

Most of the offenders interviewed for this study felt that they needed training and counseling to become employable. They also felt they needed information on available employment and training programs and job opportunities, including instruction on how to search for work and present oneself positively to an employer. Many offenders realized that they needed basic education in reading, writing, and mathematics and to earn a GED or high school diploma before employers would hire them.

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*Committee for Economic Development, Jobs for the Hard-to-Employ: New Directions for a Public-Private Partnership (New York, New York, 1978), p. 34.

Once employed, many offenders encounter problems retaining their job. Several clients stated that, in one way or another, they feared being cut-off by their co-workers and not being given a chance to prove themselves to their employers. This sense of isolation, whether real or imagined, can be exaggerated in the offender's mind and affect his relationship with his peers and his employer. Also, many offenders are reluctant to tell their employers that they have a criminal record; they fear this stigmatization will result in their dismissal.

Staff of training and employment programs echoed the concerns of their clients: most agreed that better training and vocational programs are needed. However, even if offenders are given education, training, and other assistance, it is likely that they would still have significantly fewer job opportunities than would nonoffenders. There is agreement that a large measure of an offender's employment difficulties derive from employer prejudice and lack of trust, valid or not.

LEGAL RIGHTS

In Washington, offenders are not confronted with many of the legal barriers prevalent in other states. In 1973, the Legislature passed the Restoration of Employment Rights Law,* which declares:

> Notwithstanding any other provisions of law to the contrary, a person shall not be disqualified from employment by the State of Washington or any of its agencies or political subdivisions, nor shall a person be disqualified to practice, pursue, or engage in any

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*RCW 9.96A does not apply to law enforcement agencies. Nevertheless, it does not prevent these agencies from hiring offenders.

> occupation, trade, vocation, or business for which a license, permit, certificate, or registration is required to be issued by the State of Washington or any of its agencies or political subdivisions solely because of a prior conviction of a crime from being considered. However, a person may be denied employment by the State of Washington or any of its agencies or political subdivisions, or a person may be denied a license, permit, certificate, or registration to pursue, practice, or engage in an occupation, trade, vocation, or business by reason of the prior conviction of a felony if the felony for which he was convicted directly relates to the position of employment sought or to the specific occupation, trade, vocation, or business for which the license, permit certificate, or registration is sought, and the time elapsed since the conviction is less than ten years.

The Washington State Human Rights Commission also limits the type of inquiries an employer may make about criminal convictions. Employers may inquire only about specific convictions and only if they relate reasonably to the particular job in consideration. Inquiries are further limited to offenses for which the date of conviction or release is within seven years of the date of the job application.

IMPACT OF EMPLOYMENT AND TRAINING ON OFFENDERS

There is little doubt that unemployment and recidivism are linked, even if the exact nature of that connection is disputable. Numerous studies have analyzed the relationship between vocational training, employment, and the habilitation of the offender. Some conclude that there is a direct, causal relationship between employment and recidivism. A recent study concluded that the probability of successful rehabilitation is increased if the offender has a job arranged prior to release, participates in an educational or vocational program while in prison, participates in work release,

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*WAC 162.12.140.

and is knowledgeable about the labor market.* Even though the actual decision to commit a crime may be influenced by many factors--including alcohol or drug problems, family pressures, and maturation--studies show conclusively that employment is an important variable affecting crime.

Also, performance data of offenders versus nonoffenders show that offenders can benefit from employment and training programs as much as other disadvantaged groups. To make this comparison, figures were obtained from the U. S. Department of Labor on the number of offenders and nonoffenders enrolled in CETA programs statewide for the period of October 1, 1976, to September 30, 1977.** Figure 3 shows the results of this comparison.

Under CETA Title I and Title VI, a higher percentage of offenders terminating from the program entered employment than did nonoffenders. The opposite is the case under Title II programs. These figures imply that offenders can be as successful as other disadvantaged persons enrolled in employment and training assistance programs. The reasons for the difference in performance between Title II and Title VI Public Service Employment projects is unknown. Speculation is that Title II public service positions require a level of education higher than most Title VI positions. With offenders' general lack of formal education, they may have encountered more difficulty in these positions. In addition, the number of offenders enrolled in Title II programs was proportionately smaller than in Title VI.

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*University of Tennessee, Center for Business and Economic Research, Final Report - Recidivism and the Labor Market: The Case of Tennessee (University of Tennessee, Knoxville, Tennessee, December, 1977), p. 7.

**The Department of Labor defines an "offender" as any person who is, or has been, confined in any type of correctional institution or assigned to a community-based facility, or who is, or has been, subject to any stage of the judicial, correctional, or probationary process where manpower training and services may be beneficial. Some offenders may also be included in the nonoffender population since offenders do not always identify themselves as such.

FIGURE 3: CETA ENROLLMENT, FISCAL YEAR 1977

	TOTAL CLIENTS		ENTERED EMPLOYMENT	
	Number of Clients	% of Total Population	Number of Clients	% of Total Population
TITLE I				
Nonoffenders	24,001	100%	6,877	28.7%
Offenders	2,899	10.8%	982	33.9%
TITLE II				
Nonoffenders	9,991	100%	1,932	19.3%
Offenders	188	1.8%	23	12.2%
TITLE VI				
Nonoffenders	10,715	100%	1,385	12.9%
Offenders	276	2.5%	43	15.6%

Of course, not all offenders want to work or participate in a training program. Within the offender population, as with any other population, individuals have different attitudes toward work and varying levels of motivation. Many may want to work and have the skills and experience necessary for employment. Others may not want to work at all but simply pretend to be interested in a program in order to increase the chance of a deferred sentence or early release from an institution. However, there are those who earnestly want a job but have no skills or experience to make them attractive to an employer. It is this last group of offenders who can benefit the most from training and employment programs.

PROGRAM FINDINGS

SYSTEM-WIDE

OVERVIEW

The need for employment and training services for offenders permeates all parts of the criminal justice system: the prosecution, the court, the institution, the transition between the institution to the community, and the community itself. Interagency and intra-agency coordination could be improved at all these levels. In addition, steps could be taken throughout the system to improve client employability. A number of findings common to all programs are included in this section.

ASSESSMENT OF NEEDS

The current felon population numbers a little over 19,000 people. Within this population, it is estimated that a minimum of 6,800 offenders are in need of some type of employment or training assistance. This broad estimate was derived by assessing employment characteristics of the offender population as well as the input received from institution staff, probation and parole staff, and staff of employment and training programs. The percentage of the population estimated to be in need of such services is as follows:

	Estimated Percentage of Population in Need of Employment and Training Services	Estimated Number of Offenders
Institution Population	50%	1,919
Parole Population	40%	1,010
Probation Population	30%	3,962
Total		6,891

If the percentage of misdemeanant offenders, court diversion cases, and felony offenders not on active state supervision were included, this estimated universe of need would conceivably double.

FUNDING

The consensus of program directors, Employment Security Department staff, and CETA prime sponsors is that there are enough programs to serve offenders, but there is not enough money to fund them at a level sufficient to meet the needs. As the chart on the next page indicates, approximately six million dollars was available to offender employment and training programs as of March, 1978. These funds represent a budget time-span of 18 months, due to varying funding periods, and reflect only those dollars specifically designated for employment and training activities.

SOURCES AND AMOUNT OF FUNDS

Law Enforcement Assistance Administration	$ 263,285
CETA State Prime Sponsor (Special Manpower Services Funds and Governor's 5% Youth)	550,260
CETA Local Prime Sponsors	1,475,328
CETA Title III	56,000
Division of Vocational Rehabilitation	307,433
Other Federal (Revenue Sharing, Department of Commerce, HEW)	610,252
State Revenues (Adult Corrections Pass-Through Dollars, Prison Education Funds, Community College, State Work Orientation Program)	1,759,167
Local Revenues	3,500
Private Foundations and Contributions (Includes funds from the Manpower Demonstration Research Corporation*)	594,000
Miscellaneous (Includes CETA Balance of State)	680
Total	$5,719,905

Of these funds, almost two million dollars is used to conduct the adult corrections educational program in the institutions. The remaining dollars are used to fund a variety of employment and training development programs around the state, most of which are concentrated in the major metropolitan areas.

Even though many people interviewed stressed the need for more money to support these programs, until coordination is improved and cooperative planning implemented, it is impossible to determine whether additional dollars are actually needed, and if so, how much, or whether the effective coordination of the present programs and the maximum utilization of these dollars would be adequate to meet the needs.

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*Manpower Demonstration Research Corporation funds a large portion of the PIVOT program in King County.

Several decisions will affect the amount of training dollars available to offenders during the next fiscal year. Presently, the majority of dollars for training offenders are provided through the Prison Education Program, Corrections Clearinghouse, Division of Vocational Rehabilitation, and a portion of CETA local prime sponsor funds. It is anticipated that the number of training dollars available to offenders will be reduced during Fiscal Year 1979 partially because of the influence of federal program and policy decisions, and partially because of state program changes. The Corrections Clearinghouse and the Division of Vocational Rehabilitation will be most directly affected by these changes.

This reduction in dollars for training offender clients will result in a void of statewide services. However, this problem of reduced funding for the training of offenders could be addressed in several ways:

- Directors of the prison education programs within the institutions could explore the feasibility of developing formal methods of referral to financial aid offices at the various institutions to provide for continuation of training after release.

- The State Prime Sponsor could pursue additional CETA funds for offender training programs.

- Offenders could be better informed of funding sources available to help disadvantaged persons obtain training and be orientated to the procedures for obtaining these services.

COMMUNICATION

One of the most common problems identified and perhaps the least justifiable is the fact that many offenders and staff working in the employment and training field are not aware of the programs that are specifically funded to provide assistance to the offender population. There is even less awareness of employment and training programs and supportive services which may be available to offenders but not specifically aimed at this population. Offenders as well as staff at the institutions and in the local communities must be aware of the various programs if they are to be used effectively. There are several approaches that could be used to solve this problem, some of which will be addressed here, and some of which will be addressed later in this report.

One approach would be to publish annually a statewide employment and training program inventory (similar to the Resources Directory and Program Descriptions volume of this report) and to distribute this inventory to offender groups and employment and training programs.

In addition, a computerized information source could be developed to catalogue information on employment and training programs that would be accessible to employment and training program staff and correctional clients. Whichever method used, the objective should be to make program and service information available to the correctional client and those involved in training, employment development, and the criminal justice system.

Another communication problem that was identified was that local CETA prime sponsors, Employment Security administrators, and probation and parole and institution staff are not always aware of new projects being funded by sources outside their agencies. Many of the community employment and training programs for offenders are initiated at the state level and are subcontracted to local service-delivery agencies. Dollars for these projects may come from state or federal funds. In most cases, it is the responsibility of the service-delivery agencies to publish the availability of new services. In some cases, this information is not communicated to those who have an interest or who should be aware of these resources. While some of these communication problems might be alleviated by establishing informal lines of communication, this does not always occur. The persons who expressed a need to be informed of new employment and training dollars for offender programs are local prime sponsors, Employment Security regional administrators and local office managers, probation and parole administrators and district supervisors, and institutional administrators.

PRIVATE SECTOR INVOLVEMENT

Since four out of five jobs are in the private sector, the private sector must be involved if any employment and training effort is to be successful.* Both business and labor need to be involved in planning employment and training programs, as they are the ultimate recipients of the products of these programs. Many programs, particularly private, profit and nonprofit organizations, recruit business and labor representatives to serve on their advisory boards. In some instances, these boards are actively involved in determining policy while in others, they are not. The active involvement of the private sector is important if an employment and training program is to be tailored to the needs of the employer. There are a number of ways the private sector can be involved:

- Participate in trade advisory committees for vocational training programs;

- Support coordination efforts of employment assistance organizations;

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*Committee for Economic Development, op. cit., p. 13.

- Become involved in planning for and possibly operating job training programs at the institutions or in the community;

- Develop ways for placing more offenders into apprenticeable occupations;* and

- Participate in on-the-job training programs which provide employee training costs for a designated period of time.

The two primary incentives that would induce business to cooperate with agencies providing employment and training services or to become operators of their own programs are: (1) increased profits, and (2) assurance of a good labor supply. No one policy or set of programs will work for all businesses. Employment and training programs need to develop mechanisms and incentives for involving business and labor in all components of their programs.

PUBLIC AGENCY INVOLVEMENT

Although business and labor have often been asked to do their part in hiring offenders, state and public agencies have not always done their full share. While the majority of jobs are in the private sector, the public sector also has the opportunity and responsibility to hire offenders. In effect, the state, federal, and local governments need to practice what they preach to private industry and set an example. Offenders should be hired for public sector jobs. Even in the best of economic times, public employment may be needed if the most seriously disadvantaged are to be put to work. There can be more than one approach to this kind of initiative:

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*The State Prime Sponsor has established a Task Force on New Apprenticeship Initiatives to explore methods for bringing more disadvantaged youth into apprenticeship programs. The Task Force's recommendations should be reviewed to see if they could apply to the offender population.

Transitional Employment: Establishment of temporary jobs can serve as a stepping stone to permanent positions in the public sector. CETA Public Service Employment provides these types of jobs. Public employment also may offer some advancement opportunities and medical benefits, both of which can be very important to correctional clients.

During Fiscal Year 1977, only two percent of the persons placed on CETA Public Service Employment (CETA Titles II and VI) were identified as offenders. In some instances, the offender's inability to qualify for Public Service Employment positions was cited as the reason for this low participation level. It is anticipated that new CETA regulations will require prime sponsors to develop Public Service Employment Positions that are classified as entry-level. This should allow more offenders to qualify for these jobs.

Public Employment Announcements: Public agencies and private organizations have unskilled and semi-skilled entry-level jobs as well as professional positions. However, procedures for entering into public employment may seem very cumbersome and confusing. Placement specialists may also have limited knowledge of how to place persons in public sector jobs and of how to identify these job openings. Yet, state job announcements are available to employment and training organizations upon request. In addition, the State Department of Personnel has indicated its willingness to conduct orientation workshops on state hiring procedures for groups of employment and training system staff on a periodic basis.

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*Training is available only through the Olympia office.

STAFF DEVELOPMENT

A program's performance is only as good as the staff involved in the program. The selection of good staff and the subsequent development of the staff are keys to any successful employment and training program for offenders. Good staff training is important to any operation. Criminal justice staff have access to training conducted by the Criminal Justice Training Commission and other agency-initiated training. The Criminal Justice Training Commission conducts training sessions on a variety of subjects including communication skills, advanced counseling, crisis counseling, interviewing skills, and principles of management of volunteer programs.

State personnel, volunteers working for Adult Corrections, and other criminal justice and personnel agencies can participate in the Commission's training. However, participation in these training programs is restricted by state statute, and nonprofit organizations do not have access to training conducted by the Training Commission. Also, in many instances, their budgets do not allow for staff training expenses.

Rotation of staff can also be an important method for keeping staff enthusiastic about their work. Staff can become frustrated when working with offenders for long periods of time. Supervisors need to be aware of this "burnout" possibility and be prepared to rotate staff to different positions as it appears.

In addition, employment and training program staff need to develop connections with the criminal justice system and become familiar with its procedures and personnel. Employment and training staff should become acquainted with criminal justice personnel and procedures and have sufficient time to develop personal and effective relationships with criminal justice system staff.

Neither the employment and training programs nor criminal justice programs are homogenous; procedures, methodologies, and program components may differ substantially. Visiting other employment and training programs also provides an opportunity to exchange information and gather new ideas. Sharing of ideas contributes to increased knowledge as well as establishes good communication.

Whenever possible, former offenders should be hired to maintain program credibility in dealing with employers and clients, as well as to take advantage of their special skills and abilities to releate to other offenders. In some cases, offenders may have the necessary work experience to be effective in a job but lack the necessary educational requirements. It may be appropriate to revise job classifications to enable employers to substitute work experience for educational achievement. Many agencies currently have offenders on their staff.

RECOMMENDATIONS

1 - To provide continued training for students after release from an institution, directors of the prison education programs within the Adult Corrections Division should collectively develop formal methods of referral to financial aid offices at the community colleges, public vocational technical institutes, and proprietary schools to provide for continuation of training for students after release from an institution.

2 - The State Prime Sponsor should pursue National Discretionary CETA funds for offender training programs to supplement existing state programs.

3 - An agency should be designated to publish annually a resource directory on offender employment and training programs which would be distributed to employment and training staff, adult corrections staff, and offender groups.

4 - A method should be developed for notifying CETA prime sponsors, Employment Security administrators, and Probation and Parole administrators about new employment and training programs being funded in their area.

5 - The State Department of Personnel should periodically conduct orientation sessions on state personnel procedures to prerelease staff from the institutions and employment and training staff from community-based organizations.

6 - The training needs of staff of community employment and training programs for offenders should be identified, and the feasibility of the Criminal Justice Training Commission conducting training courses for these programs on a fee basis should be explored.

7 - As part of the contractual agreement, state agencies should require those employment and training programs that they fund to demonstrate support from the private sector and to develop cooperative agreements with components of the local criminal justice system.

INSTITUTIONAL PROGRAMS

OVERVIEW

There are two basic training and work programs within adult corrections institutions: Prison Education and Institutional Industries. In addition, each institution has work crews that do maintenance work.

As the chart on the following page indicates, the availability of programs at each institution differs. The larger institutions have the broadest range of programs. Most of the smaller institutions, particularly the honor camps, historically have emphasized work crews and are just beginning to develop education programs. The Adult Corrections administration views work and training programs as an important part of institutional programming, both as a managerial tool and a job preparedness program. The administration feels that these programs can help reduce the idleness of institutional residents as well as contribute to an individual's economic stability.

Institutional programs possess inherent problems because there is a captive population. This results in both management and motivational problems. In addition, persons entering institutions are less educated and have experienced a higher incidence of job instability than those who remain in the community.

INDIVIDUAL PLANS AND PROGRAM INCENTIVES

The Prison Education and Institutional Industries programs can provide needed basic education, skill training, and work experience to residents. The first step in developing any institutional

WORK AND TRAINING PROGRAMS
AVAILABLE BY INSTITUTION

	Washington State Penitentiary	Washington State Reformatory	Washington Corrections Center	Purdy Treatment Center	Firlands Corrections Center	Larch Mountain	Indian Ridge	Pine Lodge	Clearwater
Educational Programs									
Adult Basic Education	x	x	x	x	x	x	x	x	
GED Instruction	x	x	x	x	x		x	x	
High School Completion	x	x	x	x			x		
College Courses	x	x	x	x					
Vocational Programs									
Auto Body & Fender	x*	x		x					
Auto Mechanics	x	x		x					
Baking		x							
Barber School		x		x					
Blueprint Reading				x					
Carpentry		x		x					
Cosmetology				x					
Culinary		x							
Custodial Maintenance	x						x		
Drafting	x*	x	x						
Dry Cleaning		x							
Electronics		x							
Home & Family Life				x					
Horticulture		x	x		x				
Machine Shop		x	x						
Meatcutting		x	x						
Office Occupations				x					
Print Shop		x*							
Welding	x	x	x						
Institutional Industries									
Automotive	x*								
Body Shop	x*								
Dairy		x							
Dairy Processing		x							
Drafting	x*								
Furniture Factory		x							
Furniture Refinishing	x*				x				
Metal Shop	x								
Microfilm Shop				x					
Office Machines Repair	x*								
Print Shop		x*							
Sign Shop	x				x				
Tab Shop		x							
Upholostery Shop	x*	x							
Warehouse (shipping)	x	x							
Welding	x*								

*Indicates combined Prison Education and Institutional Industries programs.

program that meets the work and training needs of inmates is to identify the weaknesses and strengths of each individual. In Washington, diagnostic tests are given to residents as they enter the institutional system, but these are not usually used to make long-range planning decisions. Diagnostic tests are part of an admission summary developed at the reception unit at Shelton for men and at the admission unit at Purdy for women. Because of the lack of bed space at the reception unit at Shelton, residents are processed as quickly as possible and transferred to another institution.

There are a number of residents in the institutions who cannot read or write. While estimates of the number of residents who could be considered functionally illiterate vary within each institution, all education program directors indicated that some residents could be included in this category. Since they need basic skills not only to function in the community but also to be considered employable, these people need to be identified and placed in an educational program.

Also, in many cases, residents do not know what they want to do or what they can do when it comes to employment and training. To make good progamming decisions, a thorough assessment of each inmate's needs and circumstances should be conducted after each assignment to a parent institution in order to:

- Identify a resident's functional educational level;

- Identify special problems a resident may have which could affect educational achievement or subsequent employment (these problems could include physical handicaps or medical problems such as hearing disabilities or hypertension);

- Identify resident occupational objectives;

- Determine which residents want to participate in an educational and training program and which do not; and

- Develop an individual plan to meet these objectives, which include both short-term objectives for institutional programming and longer-range objectives to continue after release.

To be effective, the development of an individual treatment plan needs to be done on a team basis involving counselors, educational staff, industries staff and, when appropriate, medical staff.

Of course, not all individuals will be able to be trained in the occupation of their choice, but basic steps towards most career goals can be achieved within the institutional setting. The individual program could provide the framework for addressing the individual's needs and working with the resident in making institutional assignments. The development of individual plans could also be an effective coordination device when done on a team basis. If individual plans were developed they would need to be flexible, altering as programs are added or terminated as length of institutional stay is increased or decreased. When a person is within several months of release, planning emphasis should shift toward extending the plan to the community.

Coupled with the need to develop individual program plans is the need to provide incentives for residents to participate in a training program or a work assignment. Programs within the institutions, whether work crews or vocational programs, need to have some pay-offs for the individual; sometimes these are not visible. Since the ultimate objective of the residents is release from the institution, many of them participate in programs because they think it will help them get out. Besides release, additional incentives for inmates can include relief from boredom, financial compensation, or obtaining vocational skills or academic credit that would eventually lead to work on the outside.

Some of these incentives, such as provision of equitable wages or part-time work coupled with school, could be built into current program operations. The greater incentive of release from the institution cannot be controlled by institutional staff or even the Adult Corrections Division.

State statute requires that residents be rewarded for productive behavior. RCW 9.95.070 requires that the institution superintendent recommend to the Parole Board the reduction of a prisoner's sentence for "good time" credits for " . . . every prisoner who has a favorable record of conduct . . . and who performs in a faithful, diligent, industrious, orderly, and peaceable manner the work duties and tasks assigned to him to the satisfaction of the superintendent".

Based on the adoption of several Washington Administrative Codes,* the burden of proof is on the institution to demonstrate that an inmate has not earned good time credits instead of verifying that they have been earned. With the lack of available program assignments due to the overcrowding at the institutions, residents can be assigned to a waiting list and still receive good time credits without having to be involved in a program.

To be an incentive for productive behavior on the part of residents, good time credit should accrue only as a result of positive action--such as participation in an institutional program--rather than simply because trouble is avoided. The Adult Corrections Division has agreed to this policy, but to an extent, its hand are tied. While institutional superintendents have the authority to recommend good time credits and make decisions affecting work release and furloughs, the Board of Prison Terms and Paroles is responsible for deciding when a person will be paroled. To make things work, the Parole Board also needs to make release decisions on positive institutional accomplishments, and the results must be readily apparent to the inmates. One way of establishing such a visible policy is to use contracts between individual residents, the institutions, and the Parole Board.

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*Washington Administrative Code 275-88-030(705) and 275-88-045 require that failure to "perform in a faithful, diligent, industrious, orderly, and peaceable manner" be treated as a serious infraction of the institution rules under established "due process" warning procedures.

The basis of such an approach is to include a definite parole date contingent upon the achievement of a mutually agreed upon rehabilitation goal. This could be developed in conjunction with the individual program plan discussed earlier in this report. The resident would have to complete the program objectives and prepare for release and employment. Such an agreement would also place responsibility on others in the system. Parole Board members would have to formulate definite release criteria. Corrections personnel would have to provide the programs and help develop release plans. As with the individual program plan, a contract can be used as an effective coordination device, spelling out the responsibilities of the various participants and incorporating community agencies in planning for release. This can be helpful no matter what type of program a resident is involved in.

PROGRAM OPERATIONS

Each adult correctional institution operates its own education program autonomously under the management control of the institution superintendent. Funding for the various programs comes from several sources, including the Superintendent of Public Instruction, State Board for Community College Education, Adult Corrections, and resident-generated tuition fees. Institutional Industries covers tuition costs of some residents at the Washington State Penitentiary, at Walla Walla.

As of July 1, 1978, Adult Corrections had negotiated agreements with local community college districts to operate the programs at the Washington State Penitentiary, Washington State Reformatory, Indian Ridge Treatment Center, and Pine Lodge. In addition, negotiations are being conducted with community college districts to operate programs at Larch Mountain and Clearwater Corrections Centers. Centralia Community College District has operated the Washington Corrections Center program since 1975. The Peninsula School District will continue to administer the Purdy Treatment Center program at least through Fiscal Year 1979.

A staff member in the central office of the Adult Corrections Division has some program development and coordination responsibilities but has no direct-line authority. This person's time is spent jointly between Adult Corrections and the Bureau of Juvenile Rehabilitation. This lack of centralized administrative staff contributes to program inconsistencies.

More effective coordination could occur between the institutions if a central office person at Adult Corrections was given the responsibility and the authority for developing and implementing the following:

- Program planning and budget preparation;

- Program standards for all the prison education programs;

- A standard management information system which includes, but is not limited to, student characteristics, percent of the budget spent on administrative costs, and number of students placed in training-related jobs;

- Identification of mutual staff training needs and development of staff training programs;

- Negotiation of contracts;
- Development of standard tuition payment procedures;
- Development of policies to insure the transferability of credits upon a resident's release to the community;
- Identification of special program needs; and
- Program review and evaluation.

As the community colleges become involved in the operations of more prison education programs, there is a real opportunity to develop consistent program standards and monitoring mechanisms.

One of the most noticeable differences in the various prison education programs is the level of resident participation in each. As of December, 1977, the percent of residents enrolled in a school program by institution was as follows:

Institution	Resident Population	FTE*	Percent
Washington State Penitentiary (Walla Walla)	1,346	645	48%
Washington Corrections Center (Shelton)	466	344	74%
Washington State Reformatory (Monroe)	912	299	33%
Purdy Treatment Center (Purdy)	157	66	42%
Firland Correctional Center (Seattle)	52	36	69%
Larch Mountain Correctional Center (Yacolt)	101	8	8%
Indian Ridge Treatment Center (Arlington)	58	14	24%
TOTAL	3,092	1,142	46%

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*FTE, full-time equivalent, equals 15 educational credit hours per quarter; 45 hours annually.

Participation varies by institution to a large degree because of differing attendance policies and emphasis on the educational programs, as well as program availability. Where there is a strong emphasis and support of the education program by the institutional administration, as at Shelton, there is greater class attendance. Also, even while acknowledging that they need education, some residents cannot afford to participate in school since students attending classes, unless receiving benefits from the GI Bill, do not receive any pay. Most of the work assignments and the industry programs provide monetary compensation. For many individuals, institutional wages are the only source of income. Arrangements to allow residents to participate simultaneously in a school and work program would prevent this problem.

In addition, educational programs are not always coordinated with other institutional programs. This factor again varies by institution, with those emphasizing educational programs taking more strides to coordinate them with other institutional programs and activities such as visits, group activities, work release, and furloughs.

Educational programs have to be coordinated internally with the other institutional programs and activities to reduce scheduling conflicts. As mentioned previously, the development of an individual program plan would require coordination with the counseling staff in making program assignments.

Another difference in the various prison education programs is the availability of career counseling. Presently, Purdy Treatment Center has the most thorough career counseling. The educational counselor offers a Life Planning and Career Choice Workshop that all residents are required to complete. This 45-hour course is designed to help participants make realistic career decisions.

At the Washington State Penitentiary, all students enrolled in school see a counselor before registering. The same was true at Shelton prior to July 1, 1978, at which time, the three-member counseling center staff was cut due to redistribution of funds from Title I of the Federal Elementary Secondary Education Act to some of the other institutions. The Reformatory and the smaller institutions have limited career counseling services. Washington Occupational Information Service systems are available at the Washington State Penitentiary and the Corrections Center.

Adequate career counseling, testing, and assessment are necessary for the development and implementation of educational or work program plans. An educational counselor should be available to all residents before they enroll in a training or educational program.* Education counselors should also work as a team with other treatment staff.

Job development activities at the institution should also be coordinated on a team basis. As it now stands, vocational staff at the institutions usually do not participate in job development efforts for students being released. While this statement can be applied generally to all institutions, a few of the vocational instructors, through their own initiative, help students find training-related jobs. Also, while there are few vocational programs at Purdy, the educational counselor is involved in job development activities for residents being released. Walla Walla Community College has indicated an interest in establishing contacts with job assistance agencies on behalf of students in the Penitentiary, while the Director of Education at Shelton has indicated that he does not feel job placement is part of the instructor's role. It was also noted that in most cases institutional staff do no follow-up on students to determine if a training-related job has been obtained. Vocational instructors can be effective spokespersons for a resident who has successfully completed a training program. The skills learned by the resident while in training and the resident's attitude while in the course are factors potential employers would be interested in. Vocational instructors should be involved in job development efforts for their students, but basically, they should be a source of information on the student's aptitudes and abilities and should always coordinate with other institution staff on job assistance.

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*Title I of the Higher Education Act of 1965, as amended, states " . . . not less than 20 percent of the funds available under Section 130 shall be used to support vocational guidance and counseling programs which shall include vocational and education counseling for adults in correctional institutions".

The transfer of community college credits also has to be coordinated with other community colleges around the state. In many cases, inmate students who do not complete a training program prior to release want and need to continue with training. In the past, some inmates who started a program in the institution had to begin the program again on the outside because those course credits were not recognized by schools in the community. While this may change somewhat with greater community college involvement, there must be some assurance that credits obtained in the institution are recognized and transferable to the community. To insure that this is accomplished, program standards within the institutions should correspond to those in the community.

Within the Prison Education Program, residents in the smaller institutions have fewer training options. Because it is not cost-effective to establish vocational training programs for only a small number of students, very few training programs have been implemented in the smaller institutions, which include the honor camps, Firlands, Pine Lodge, and the Purdy Treatment Center. The honor camps historically have employed work crews and developed contacts with the Department of Natural Resources to supply work that pays residents a minimal wage and to supervise the work crews. Pine Lodge has just begun exploring the possibilities of developing some programs through Spokane Community College. The other institutions have a limited variety of program choices geared to the varying interests of the residents, yet at the same time maintain a reasonable cost per student.

One way of solving this dilemma is to conduct ongoing training and educational programs for nonresidents as well as residents on institutional grounds. Purdy will implement this approach at the beginning of the 1979 fall quarter. Classes will be offered in a number of different subjects by a local college. The majority of the students will not be residents but persons from the community who have enrolled to take the class. It is estimated that only two to four students per class will be residents of Purdy. This type of approach has several advantages:

- A broader range of classes is available to the residents;
- The institution is not burdened with the cost of adding new programs;
- Free space can be provided to the school conducting the classes;
- Residents have the opportunity to be in a class with nonresidents and vice versa. This can possibly lead to a better learning experience for both groups.

For this approach to be effective, procedures need to be established to prevent classes from becoming visiting sessions for friends and relatives.

While the Prison Education Program has operations in all but one institution, the Institutional Industries mainly operates at the Penitentiary and the Reformatory. Nonetheless, the on-the-job training and work experience available through prison industry programs and through the maintenance of the institution can be highly efficient and teach the worker valuable skills. Prison industry programs in several states and in some federal institutions provide work experience comparable to that found in the general labor market. In some cases, residents can earn prevailing market wages.

In the State of Washington, the Adult Corrections Division has taken the position that the goal of the prison industries program is to prepare students for work by providing them the opportunity to learn good work habits and attitudes. Industries operate in four institutions and can be classified as two types. The first, traditional or state-operated industry programs, produces products that can be sold to governmental agencies. The majority of the current industry programs fall into this category. The second type, inmate-owned industry, is unique to the Washington State Penitentiary. As of July, 1978, there were three inmate-owned industries established at the Penitentiary. The Seven Arts, Motorcycle, and FUSE Clubs have established private corporations to manage a number of profit-making activities. These include wood carving, motorcycle customizing, and providing concessions to residents in-house. Money received from these enterprises belongs to inmate employees.

State law also allows private industry to employ inmates either on or off institutional grounds. To date, this has not occured, although the Adult Corrections Division has expressed an interest in pursuing it.

If the objective of Institutional Industries programs is to teach a resident good work habits, several conditions must be present:

- Regular hours, comparable to private industry, for part-time and full-time work;

- A rigidly enforced attendance policy;

- Enough work to match the individual's ability to produce; and

- Wages and other incentives based on productivity.

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Present institutional industry programs do not appear to meet these conditions. Many resident employees do not have enough work to do or other institutional activities often interfere with their daily work schedule. The work period is generally limited to six hours per day. Strong production goals must be emphasized if the work experience gained is to be valuable.

Another way of improving the industries programs is to develop better connections between these programs and labor. A number of the prison industry programs are apprenticeable. The printing program at the Washington State Reformatory is a combined industrial and vocational program which is approved as an apprenticeship program. The hours a resident works in the printing program can be applied to the hours needed for a journeyman's certificate. There are other industry programs at the Reformatory and the Penitentiary considered as apprenticeable trades. These include the following:

Washington State Reformatory

Upholstery

Washington State Penitentiary

Welding
Upholstery
Automotive Body
Drafting
Automotive Mechanics

Direct links with labor through apprenticeship-approved programs greatly increase a person's job prospects upon release. As with the Prison Education programs, more efforts should be initiated by Institutional Industries in this direction.

The current industries program is also hampered by limitations on the sales of its products. Goods produced by inmate labor can be sold only for public use to state agencies, to their subdivisions, and to other governmental units. There can be no sales to private interests except for surplus agricultural supplies and products in order to prevent waste or spoilage. The state supervisor of purchasing is required by statute to give preference to the purchase of Institutional Industries products. Interviews with industries staff indicate that while this preference clause is included in the legislation, it is not obeyed presently.

The expansion of the market for goods produced by prison industry would increase the number and the range of jobs available to incarcerated residents. Possible areas of expansion are increased sales to state agencies and a larger sales staff to promote products. The statute that gives preference to prison industry products should be enforced.

Institutional Industries programs can also operate dually with vocational programs. The print shop at the Washington State Reformatory and six industry programs at the Pentitentiary are operated concurrently by the Institutional Industries and Prison Education Programs. The Institutional Industries program provides tuition costs for the residents in these programs. Rather than simply earning a proficiency certificate, residents receive college credits for the work they perform. Obtaining these credits is helpful if one wants to continue in a vocational program upon release or when one seeks employment. Skill training is provided through this type of program but is less costly than the traditional vocational programs because the sale of the products defray costs. This would be a good way of starting up new skill training programs at the institutions.

An additional way to develop work programs is through the establishment of more inmate-owned businesses. Presently, there are several inmate-owned industries at the Washington State Penitentiary. The idea of inmate-owned business is not new to Washington State. In the early 1970s, Institutional Industries helped establish the state's first inmate-owned business at

Walla Walla, which was supported by Law Enforcement Assistance Administration (LEAA) funds. The Bridge Project ran for three years before LEAA funds ran out, but the basic operating principles have been used to establish the three inmate-owned industries that are currently operating. There are three distinct advantages to this type of operation: start-up costs are minimal, products or services can be distributed or provided to the private open market, and residents are highly motivated to produce because of the direct monetary reward and personal investment in the business. Through this type of program, inmates also can gain valuable experience in management and accounting.

Proper supervision must be provided to monitor the programs and to make sure that business initiatives do not conflict with the institution's operating policies. Also, procedures must be established to assure program continuation as resident employees are released to the community. Based on the extent of the profits, inmates could contribute to room and board, pay restitution, or help support their families. Care must be taken however, not to require payments so heavy as to negate the incentive for those who work. If these conditions are met, inmate-owned business may be a relatively inexpensive way of providing work opportunities to incarcerated residents.

PRIVATE SECTOR INVOLVEMENT

Through participation on Trade Advisory Boards, business and labor are involved in a number of the vocational programs at the institutions. Eight of the vocational programs at the Reformatory are approved for apprenticeship and have apprenticeship committees. The purpose of the Trade Advisory Boards is to develop or revise course curriculum so that training is relevant to business and labor needs. The Boards also recommend modifications to course curriculum based on labor market changes, develop job classifications for course instructors and act as a liaison with business and labor committees.

The Washington State Plan for Vocational Education has stated that all vocational training programs should have a Trade Advisory Board. At the institutions, such advisory boards could be established as autonomous boards for particular programs. In the cases where the community college operates the institution's education program, an advisory board already established for a particular skill trade could be used. This private sector involvement is critical to the success of the programs. The link with apprenticeship at the Washington State Reformatory has been especially productive in legitimizing the training programs, thereby making it easier for residents to find jobs related to their training upon release.

No private sector enterprise has as yet conducted a training program in an institution in Washington. This has happened, however, in a number of other states.

In Institutional Industries, current conditions do not approximate those existing in the private, competitive work world. But, there are some inherent problems in establishing a work environment in a prison comparable to that which exists in private industry. These include lack of incentives for the employees, limited work hours, and scheduling that conflicts with other institution activities.

The "Convict-Made Goods Bill" allows private industry to operate in an institution. The legislature revised the "Convict-Made Goods Bill" in 1975 to allow private industry to set up production within an institution if employees are paid the prevailing market wage. There are several arguments in favor of having private industry establish production facilities at institutions. These include:

- Residents can obtain work experience and develop work habits oriented to the competitive labor market.

- Residents may be able to make an easier transition to a similar job on the outside depending on work record and job availability.

- Private industry has no artificial market limitations; production could expand to meet demands. This could result in an increased number of jobs available to incarcerated residents.

- Private industry has greater potential for diversified production and, therefore, could offer more opportunities for developing skill.

- Wages earned could be used to defray some of the institutional costs, provide income for a resident's family, or make restitution payments.

Private industry will need some incentives for becoming involved in institutions. If production costs are too great because of high overhead, transportation, interrupted work hours, and other factors, private industry will not be attracted to the institution. Realistic incentives need to be developed and private industry actively recruited to participate in such a program. Implementation of any new program would have to be monitored by corrections staff to identify start-up problems and to assist in their resolution. Attempts to expand industries in the institutions should start with this approach.

RECOMMENDATIONS

8 - It is recommended that the Adult Corrections Division establish a policy of developing a specific program plan for individuals as they begin their prison sentence. This plan should be designed to carry the offender through the prison experience and his/her transition back to the community.

9 - To facilitate coordination and provide incentives for inmate participation in institutional programs, the Adult Corrections Divison and the Board of Prison Terms and Paroles should explore the feasibility of implementing a contractual agreement concept in Adult Corrections which relates release dates to specified accomplishments of the residents.

10 - A full-time education specialist position with responsibility for developing program standards for the prison education programs and monitoring and evaluating program outcomes should be established at the central office of Adult Corrections.

11 - To increase participation in institutional programs, the Adult Corrections Division should establish a strong attendance policy for institutional programs that rewards program productivity and participation. Conflicting schedules in various departments and other program activities should be minimized.

12 - The Adult Corrections Division, in cooperation with the State Board for Community College Education, should seek funding for additional career counseling in the institutions.

13 - Part-time work arrangements for those inmates who wish to earn money as well as to participate in an education program should be created.

14 - In its contracts with community college districts that administer individual Prison Education programs, the Adult Corrections Division should require that the transferability of institutionally-earned credits to community colleges around the state is assured. Also, contract provisions should assure that each vocational training program receives the direct consultation of a Trade Advisory Board.

15 - Prison Education programs run by the community college districts should have direct ties to the job placement offices of all community colleges throughout the state.

16 - Students enrolled in vocational programs should receive follow-up through the cooperative efforts of the Adult Corrections Division and the administrators of the Prison Education programs to determine whether jobs related to institutional training were secured upon an inmate's release.

17 - On a test basis, administrators of the smaller institutions (100-150 inmate capacity) should establish classes with local colleges and vocational schools for residents and nonresidents on the institution's grounds.

18 - Working conditions within the adult corrections prison industries should approximate those of private industry.

19 - To provide skill development and work experience in a cost-effective manner, new vocational education programs should be combined with prison industries whenever feasible.

20 - The adult corrections education program specialist and the Institutional Industries supervisor should confer with the State Department of Labor and Industries to expand the approval of apprenticeship programs in the prison education system.

21 - The State Purchasing Department should notify all state agencies that, by law, they are required to give preference to all prison-made products. State Purchasing should make random but periodic checks to insure that this preference is exercized.

22 - The Adult Corrections Division should actively recruit businesses to establish private industries programs in the institutions and work with private industry to reduce overhead. Policies and procedures for inmates to contribute to to room and board, pay restitution, or subsidize family support should be developed.

TRANSITIONAL PROGRAMS

OVERVIEW

During the 1978 state fiscal year, 1,920 persons were released from the various state institutions and returned to the communities. Overall, 97 percent of the persons incarcerated are released prior to the expiration of their maximum term. While it is not mandatory for a person to have a confirmed job or training program upon release, training and employment are considered by the Probation and Parole staff and the Board of Prison Terms and Paroles to be an integral part of any release plan.

Planning for release needs to start when the resident first arrives at the institution. The first step is to develop an institutional program plan delineating some long-range objectives that extend to release. When an inmate is within six months of a projected release date, specific transition plans need to be developed. There are a number of problems that currently affect a person's transition from the institution to the community.

- Institutional residents and staff are often not aware of the availability of the numerous community resources,

- Some of the institutions have prerelease classes while others do not,

- Prerelease planning is fragmented among several different staff at the institution, and

- Community organizations are not always informed when a resident is being released.

RESOURCE INFORMATION

Institutional residents and staff are often unaware of the availability of various community resources; they are not familiar with the types of employment and training resources and supportive services available in the different communities. This problem applies both to job placement and training assistance efforts. Reasons for this lack of information include the facts that the emphasis of community programs often shifts; institutions have no central source of information; there is no one person responsible for coordinating resource development at the institutions; and most institutions lack a strong prerelease program.

The majority of residents contacted at the institutions as well as those contacted on work release indicated that they were unaware of many of the programs whose objective is to help offenders find jobs, obtain supportive services, or enroll in school. Many staff members in the institutions are in the same position. To take maximum advantage of community resources, the programs and the services that are available must first be identified.

Information needs to be collected on employment assistance programs, both public and private; financial aid programs; and apprenticeship programs. This information then needs to be consolidated as a reference source for both staff and residents.

Supportive services available in the community also need to be inventoried, including housing, food, child care, emergency financial maintenance, transportation, and medical and dental care. Because of program turnover, this information needs to be updated on a periodic basis.

PRERELEASE

In addition to being aware of available resources, residents need to know what to expect upon release and to prepare themselves for the critical adjustment period immediately following release. To accomplish this, some of the institutions have prerelease classes while others do not. Current prerelease programs are being conducted by the following:

- Funds through the ex-offender portion of the State Work Orientation Program are being used to conduct a prerelease program at the Washington State Penitentiary.

- The resident-operated Multi-Service Center (MSC) at the Washington State Reformatory has conducted a prerelease program since 1973. MSC staff recruit various community resource programs to present information on a variety of topics.

- Job Therapy periodically conducts one-week Employment Orientation Programs at Purdy, Monroe, Indian Ridge, and Shelton. Staff are paid with local CETA funds and travel expenses are paid by the institutions.

At most institutions, prerelease planning is recognized as a need but not generally a priority. There are no specific dollars designated for prerelease planning with the exception of funds from the State Work Orientation Program.

Persons nearing release from the institution need instruction in the following areas:

- Employment orientation: how to get and keep a job, personnel policices, employer expectations, job application, resume writing, and interviewing techniques.

- Resource information: employment opportunities available, services offered by different agencies, financial assistance, and vocational and educational programs in the communities.

- Career counseling: job expectations, realities of the job market, opportunities for starting or continuing training, and new training opportunities.

In the past, most prerelease programs have been conducted by private, profit or nonprofit agencies going to the various institutions. Program staff have periodically gone into the institutions for short periods of time and conducted prerelease or employment orientation sessions. While in some cases institution staff has made resident participation in the program mandatory, usually the prerelease classes have not been integrated effectively into the release planning process. To assure integration, institution staff need to have an investment in the program via the planning and development of the program curriculum. A team comprised of both staff and residents needs to be involved in planning the program and developing the necessary coordination with the counselors, education staff, industries staff, and other institution personnel. It should also be noted that different institutions have different prerelease needs. The Penitentiary's program has needs that the Reformatory's does not, simply due to the fact that they are in Eastern Washington and most of the residents are paroled to Western Washington. Purdy residents certainly have different needs than those in the men's institutions.

COORDINATION

The prerelease planning that is being done is generally fragmented. At any one time, several different staff members may be involved in the development of the release plans for a resident, depending on whether he or she is being released on work release, parole,or unconditional release. This can include a resident's counselor, institution work release coordinator, probation and parole officer, community agency staff, or vocational instructor.*

The number of persons potentially involved in the prerelease planning process can lead to the confusion and frustration for residents and staff. Therefore, a team approach is very important in developing a release plan. Each person's role and responsibility in developing training and employment opportunities must be defined. This includes defining the roles of the resident, counselor, work release coordinator, probation and parole officer, instructor, and resident clubs. In addition, primary responsibility for coordinating the development and implementation of these plans needs to be centralized with one person at the institution acting as a communication link with community-based organizations.

To complicate the transition process, community programs do not always know when a resident is being released. Many representatives of community programs expressed the need to know when an individual is being released in order to prepare for his or her entry into a program or job. This is particularly important if a program has a waiting list. When released, a person needs immediate involvement in a training program or in a job for economic reasons as well as to keep busy. Steps resulting in the immediate placement in a job training program upon release can be taken prior to a person's release by interviews at the institution, escorted trips, and well-planned furloughs. If this is to be accomplished effectively, program staff and employers need to be aware of when a person will be released.

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*Until July, 1978, each institution also had a person designated as a prerelease supervisor responsible for coordinating the parole planning process and who was the designated institution liaison with the Parole Board. The Adult Corrections Division recently decided to eliminate this job classification in all of the institutions.

In addition, many employment and training program directors expressed the desire to have more information on a person's program experience within the institution. What a person accomplished within the institution can be a positive selling point when seeking employment. What a person did not accomplish may also be important to an employment and training program's assessment process. With the consent of the resident, this information should be released to employment and training program staff upon request.

RESIDENTS AS A MANPOWER SOURCE

To help implement transition programs, residents can be used as a manpower resource. Since budget constraints are often given as the reason for the lack of a strong prerelease program, residents could be used to staff a resource center as well as staff release classes to lessen the financial impact. A model and precedent for this can be found at the Washington State Reformatory. The Multi-Service Center at the Reformatory is an inmate-run unit that provides resource information to residents. As previously mentioned, prerelease classes have also been conducted by the MSC for the past several years. The staff of the MSC receive a small monthly salary from the institution budget. Residents at the Purdy Treatment Center are also presently trying to establish a resource center that both staff and residents can use. If resident staff are used, an institution staff member should be available to provide program direction and consistency and to make certain that the program is effectively integrated into other institutional programs.

RECOMMENDATIONS

23 - A resource center at each correctional institution should be established that can be utilized by both residents and staff; development of the resource centers should be coordinated among all the institutions.

24 - The Adult Corrections Division, in cooperation with the Corrections Clearinghouse, should develop a prerelease program at each institution; staff and residents should be involved in the development of the program curriculum.

25 - Funding for prerelease programs should be allocated as a separate line item of the Adult Corrections Division or the State Work Orientation Program budget which could be subcontracted to a service delivery organization; coordination mechanisms among the programs should be established on a statewide basis.

26 - The Adult Corrections Division should explore methods for utilizing residents as staff aides for transition programs.

27 - Prerelease planning should be coordinated through one institution staff member. The role of each institutional staff member in the development of a release plan should also be defined.

28 - Methods for informing employment and training programs and employers of a person's release date should be developed by the Adult Corrections Division.

COMMUNITY PROGRAMS

OVERVIEW

At the local level, 49 community-based programs currently providing employment and training services specifically to offenders were identified. In addition, there are numerous other manpower programs, training institutions, and supportive agencies that provide services indirectly to offenders by serving unemployed, disadvantaged, or student populations. Some of these programs serve a wide geographical area; others are unique to a particular city or a county. The programs work with offenders at all stages of the criminal justice system, from pretrial diversion to probation, work release, or parole. The majority of the programs work with offenders in the latter three stages.

PROGRAM OPERATIONS

Employment and training programs differ in program approach, types of services delivered, program costs, client characteristics, and percentage of budget allocated to administration. Most programs work with a variety of clients at various stages of the criminal justice system; few programs work only with a specific population group such as pretrial diversion clients or probationers. Most programs indicate that clients remain in their programs from one to six months.

The program data tables in Appendix A contain a variety of program and client information. Most of the information in these tables is data collected on community-based programs. Several specific points are summarized below:

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Follow-Up: Almost all of the programs maintain a follow-up period of at least 90 days, while the majority of the programs conduct follow-up for six months or more. Follow-up can include maintaining periodic contact with a client, with an employer, or with both. Most program staff felt that maintaining contact with the client and the employer contributed to a client's job retention.

Completion/Placement Rates: Of the organizations reporting, an average of 70 percent of the clients are listed as having completed their programs. In turn, the average placement rate is 63 percent.*

Type of Agency: If local work/training release facilities are included, the majority of community organizations identified are public agencies. Two programs are private, for-profit organizations.

Administrative Costs: The average administrative cost for each program is 35 percent of the budget. Administrative costs vary substantially by program.

Total Cost Per Client/Per Job Placement: Most programs reported spending between $300 and $800 per client served, the median figure being $448. However, of the programs offering job development and placement, the cost per client placed in a job is slightly higher--$480 is the median.** The reason for this is that not all clients find jobs and money is spent on clients still enrolled in a development program and not ready to look for employment. Public programs, such as Work/Training Release, tend to be more expensive, since they often provide room, board, and supervision 24 hours a day.

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*Thirty-four percent of the programs reported completion rates; 39 percent of the programs reported placement rates.

**Fifty-eight percent of the programs provided figures on the total cost per client; 40 percent reported costs per job placement.

Because each program provides different services, emphasizes different components, and works with different clients, the figures in these columns are not strictly comparable.

Advisory Council/Board: Twenty-eight of the programs indicated that they report to an advisory board or council; twenty-one do not. The majority of the programs that have advisory boards are nonprofit corporations reporting to a board of directors. Generally, board members represent the business community, criminal justice programs, other social service organizations, labor, clients, and in some cases, elected officials.

Internal Monitoring Systems: The internal monitoring systems of the identified programs differ greatly. Some programs maintain fairly sophisticated intake and monitoring processes, others operate on a very informal basis collecting only the information that is specifically required by the funding source. A number of programs do track arrest, conviction, or recidivism data, but in many cases, this feedback is obtained informally by word of mouth.

The 49 programs identified all provide some employment or training development services to offenders, either directly or through referrals. However, for a large number of these programs, employment and training services are only one component of their total operation. Some programs conduct on-the-job training projects, while others provide only job placement services; some programs provide housing and supervision as well as referrals to jobs and training programs. In addition, the programs are funded by a variety of funding sources, each of which may require different program objectives and measures of success. Because of all these factors plus the fact that common data are currently not collected by all the programs, any attempt to compare these programs for their relative success would be meaningless.

While comparison of these programs was not attempted, national studies do indicate that traditional job placement efforts are generally unsuccessful with the offender population. These studies determined that only five to ten percent of the persons released from correctional institutions receive help in finding their first job from their state's employment service, and almost none return to it later in their careers.* While there is no specific data on the number of correctional clients who utilize Washington Job Service Centers, indications are that a majority of offenders find jobs through other means.

No doubt there are a number of reasons why offenders fail to take advantage of the employment service. The most noteworthy explanation is that the job service offices simply are not set up and staffed to provide the intensive job search activities that many offenders need. It is partially for this reason that so many other employment assistance agencies have been established to work with disadvantaged persons, including offenders.

In Washington, Job Service offices are mandated by law to provide special services to a number of disadvantaged groups, including veterans, physically handicapped, older workers, youth, minorities, and agricultural workers. The responsibility for these target groups is usually assigned extraneously to the regular workload of the office and carries no additional funding. (An exception to this is the Disabled Veterans Outreach Program.) While some offenders may fall into one or more of these categories, local offices generally have not designed specific contact people to work with offenders. However, in one Seattle office, a staff member has been assigned to help offenders locate jobs. A counselor at the Tacoma Employment Security office periodically visits Purdy to assist residents being released to the Tacoma area in their job search efforts. In other offices, staff members are assigned informally to work with correctional clients relative to personal interests. Many program staff and offenders feel that it would be helpful to have a specific person assigned at each local office to assist persons identified as correctional clients. Some Employment Service managers would support this idea if they felt sufficient staff were available to give the time to work effectively with this target group. Other Employment Service managers feel the Job Service offices should refrain from categorizing different groups and train staff to be "generalists" who work with all target groups.

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*Robert Taggart, III, The Prison of Unemployment, (Johns Hopkins University Press, Baltimore, Maryland, 1972) p. 73.

However, even if some offenders do not utilize Employment Security's Job Service offices, a number of the private, nonprofit corporations identified in this report use Employment Security job orders regularly. The Employment Security Department has an application process for community organizations requesting job listings. For an agency to recieve job listings, a formal agreement is negotiated delineating each organization's responsibilities. These agreements are classified by Employment Security as follows:

Agreement A: Users have access to the same daily job listing information as the local Employment Security Department Job Service offices. Clients can be referred directly to employers without consulting the local office.

Agreement B: Users have access to daily job listings and can call the Job Service office to obtain employer information and discuss client referral. If the Job Service unit concurs, the client can be referred directly to the employer.

Agreement C: Users have access to daily job listings but must refer clients to the local Job Service unit for screening of the client and referral to an employer.

These job orders can be an effective tool for community-based organizations to identify job listings.

In addition to identifying job openings, being prepared for employment also affects an offenders job placement and retention. Employers are interested in hiring people willing to work and able to learn a job quickly. As mentioned in the first section of this report, many offenders have an unstable work history and limited work experience and training. Offenders need to be job-ready when they approach an employer. In many cases, job development assistance is simply not enough.

While different techniques can be used to help prepare a person for the work world, two approaches that seem beneficial as well as economical are work experience and on-the-job training.

> Work Experience is short-term subsidized employment that provides an individual who has never worked or has not worked recently in the competitive labor market with job experience and an orientation to a work environment. In addition, work experience positions can provide program and correctional staff with a good method of determining whether an individual is willing to work or is just playing the game of looking for a job. It can also provide income for a persons's livelihood until a permanent position is secured. This type of program can be particularly useful for offenders just released from the institutions.
>
> On-the-Job Training enables a worker to learn needed skills without having to participate in a lengthy vocational training program. With indications of a strengthening economy, the willingness of employers to enter into on-the-job training contracts appears to have increased. Through such contracts, an employer can be compensated for the costs of training an employee for a particular job, and the employee

can use the training to upgrade his or her skills and become more employable. In turn, employers make a commitment to hire the employee full-time once training is complete.

SUPPORT SERVICES

Many correctional clients need supportive services beyond employment and training assistance. Most offenders have more on their minds than employment and training problems. Their first concern is to obtain or keep their freedom. Participants in a pretrial program are concerned with their court cases; inmates in institutions are concerned with getting out; probationers or parolees are concerned with avoiding revocation of the terms of their release. Counselors in employment and training programs, therefore, must understand the criminal justice system and system-related problems which offenders share.

Counselors have more to do than helping offenders get or keep their freedom. They must play a key role in helping offenders change attitudes about themselves and about work. The typical offender's history of failures, lack of self-confidence, and social alienation is a tremendous obstacle that will not be overcome by obtaining skills, training, or basic education alone. Counseling must provide the support that will help offenders develop a sense of self-worth and independence. However, this function should not be compartmentalized, the burden should not fall on counselors alone. Instructors and other program staff in skills training and education can provide needed support as well.

In addition to counseling and motivational training, correctional clients may need help in the following areas: housing; transportation; legal assistance; emergency financial assistance; family, drug, and alcohol counseling; childcare, and medical and dental care.

Ex-inmates, in particular, may have need for some of these services. Providing them can contribute to the success of an employment and training program by eliminating some of the obstacles to employment. These services can either be provided directly by program funds or through referrals to other agencies and organizations.

FOLLOW-UP

According to program operators, employers,and clients,gradually phasing out a program's assistance to an individual is better than having it abruptly terminated. This is because the heaviest burden for the offender is not the effort required to find a job, but the social adjustment needed to keep it. To be able to find the self-discipline a job necessitates, an employee has to learn how to manage personal problems. Follow-up with the client can be an effective way to help the offender make attitudinal and performance adjustments. It can also help identify the need for support services. Since most offenders face serious problems on the job as well as off it, it is felt that comprehensive follow-up can contribute to an easier transition into a job.

Employers expect maximum productivity from their employees. By hiring an offender, an employer may run a risk beyond what he might otherwise be willing to accept; he may also encounter some administrative inconvenience if the offender has any traveling or driving restrictions imposed by the conditions of his or her release. The amount of risk and inconvenience an employer is willing to accept may depend on how much assistance and cooperation he receives from a placement program. Indications are that comprehensive follow-up can affect positively a client's job retention.

COORDINATION

There is general agreement among community-based organizations that coordination is needed. The credibility of employment and training programs is affected when a single employer is visited by representatives of several different programs. One of the private sector's biggest complaints is the number of job developers advocating placement of their clients. This duplication of efforts not only reflects badly on the organizational abilities of the programs, but it also increases the cost of providing these services with a fixed level of return. By coordinating or centralizing services, employment and training programs can reduce or eliminate cost duplication. In addition, the coordination of employment and training programs results in a larger client base, which maximizes the chances of finding a good match between employer needs and offender skills.

Most people view the coordination of employment and training programs as a commendable objective. Yet, program operators see few incentives to encourage these coordination efforts. Many of the smaller communities have only one program, if any, specifically aimed at the offender. In counties where there are no specific services for offenders, clients have to rely on CETA offices, DVR, or Employment Security for job or training assistance. On the other hand, in some of the larger metropolitan areas, an abundance of offender programs provide duplicate services. In King County, there are 15 employment and training offender assistance programs, all providing job placement assistance to persons at various stages of the criminal justice process; Spokane also has several job development programs aimed at felony offenders. Duplicate offender assistance programs operate in King, Spokane, Yakima, and Pierce counties.

The extent and variety of these offender programs and the degree to which programs are coordinated differ by county. In some areas, coordination is little more than a topic of conversation. In other areas, coordination mechanisms have been established. Coordination efforts range from informal communication links in some of the smaller areas, to well-defined delineations of agency responsibilities in Clark County. Between these extremes, other communities have, or are trying to develop, methods of coordination. Areas in which formal communication and coordination efforts have been identified and the extent of these efforts are listed below:

Location	Type of Coordination Mechanism
Clark County	Duplicate services are eliminated since each program has specific responsibilities and referral policies are defined. Referrals to different programs are coordinated by a central intake agency.
Wenatchee Tri-Cities Everett	Social service program operators meet on a regularly scheduled basis to share information on existing and newly-established programs in these areas.
King County	A consortium of offender employment and training assistance agencies exists in King County. The objective is to coordinate the job development efforts of participating agencies through common job and client banks.
Pierce County	The consortium of offender employment and training assistance agencies in Pierce County is currently inactive.

Kitsap County	Referrals are made by the superior courts to a central organization to develop a comprehensive treatment plan using other community resources.
Whitman County	The Offender Services Program acts as an umbrella agency for jail inmates by referring persons being released to community-based agencies.

As the above list indicates, a variety of techniques can be used to effect coordination. A more detailed discussion of local coordination mechanisms used by community programs in Washington and other states can be found in Appendix B, Examples of Coordination Methods.

In many cases, probation and parole officers act as brokers of services for people on their caseloads. The job specification of state probation and parole officers calls for staff to have contact with employers and to develop programs for persons under their supervision. However, the size of a probation and parole officer's caseload, in most instances, does not allow for involvement in job placement efforts for individual clients Probation and parole officers act instead as sources of information on the availability of employment and training programs, support services agencies, and treatment programs for the individuals on their caseloads. In this role, probation and parole officers need to have a broad awareness of the resources available. In some cases, where a probation and parole officer has not had the time to assess the various programs, inappropriate referrals may be made resulting in a client going from referral to referral. Only two probation and parole offices in the state have job development or community resource staff. In Yakima, a probation and parole staff person is actively involved in placing probationers and parolees referred to him by other officers. In Seattle, two community resource specialists are assigned to the presentence unit to identify employment, training, and support service resources. Clients are referred to these resources as needed. In all cases, a probation and parole officer should be aware of community resources since he or she may be the only consistent contact an offender has with any type of program.

At the service delivery level, there are a number of reasons mentioned by organizations for not coordinating with other agencies. These include: "turf" problems, politics, the lack of incentives, difficulty in determining who gets credit for a job placement, and the fact that job performance criteria do not always encourage coordination.

The State Work Orientation Program provides an example of the type of performance criteria that discourage interagency coordination as well as the development of individual client services. The current State Work Orientation Program subcontractors are paid on a fee-for-service basis. Payments are made at three stages: intake, placement, and completion.* A 60 percent completion rate is the required performance level.

This type of payment schedule does not encourage contractors to determine client needs thoroughly nor to develop an employment plan based on those needs. Rather, the client who is enrolled in the program has one option: job placement in the private sector. Contractors are not required to assist the client in obtaining basic education, skill training, or on-the-job training even if services might be beneficial or needed for the client to be job-ready. In addition, contractors tend to withhold referrals and job or client information from other service delivery organizations that might receive credit for placement.

Even with these obstacles, some programs try to coordinate because it results in better services to clients, while many others feel coordination is time consuming and has no direct benefits. When assessed for refunding, programs are usually asked about how many job placements they have made and not about their coordination efforts. If coordination is to be effected, incentives have to be provided. The greatest incentive is financial. The most direct way to establish coordination between community-based programs is for the agencies funding the programs to require that they develop coordination mechanisms.

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*Completion is defined as job retention for a 90-day period.

FUNDING

The majority of the funds for community-based employment and training programs come from CETA local prime sponsors, private foundations and contributions, federal revenues, and state revenues. Over the last 18 months, there was approximately four million dollars available for offender employment and training services in local areas. Currently, local CETA prime sponsors contribute the largest share of these funds to local programs by providing money for Public Service Employment positions, on-the-job training, support services, and job development and placement. The amount of local CETA dollars available to these programs varies from year to year, depending upon the service priorities established by the local CETA planning boards and the amount of money annually allocated to each CETA prime sponsor (CETA funds are distributed to local prime sponsors according to a formula based on the number of unemployed from low-income families in each area and the amount of funds received the previous year).

Most state dollars for employment and training programs are spent on institutional programs. However, the ex-offender portion of the State Work Orientation budget has been a steady source of funds for local job placement efforts. In a number of instances, this money provides the base funds for a program's operations, while additional dollars are secured for supplemental services. Through the State Work Orientation program, money is used to buy job placement services for offenders from private organizations on a fee-for-service basis. The total enrollment objective of all the programs funded under this project for Fiscal Year 1978 was 628 clients. Even though it is not known exactly how many offenders are receiving some type of employment and training services because of the lack of a common data collection system, there are indications that a void in the delivery of services to this population still exists. To realize the fullest use from the state funds appropriated for local offender employment and training programs, a portion of these dollars should be used to generate matching funds. If this approach was adopted, there needs to be a transition period so that the local programs are not faced with a sudden reduction in funds. In the first year of the new biennium, funds could be expended in the usual manner, but in the meantime, the necessary agreements for cooperative funding arrangements could be made so that during the second year of the biennium, the matching funds would be available to be dispensed along with the remaining state dollars. During the second year, the current funding mechanism and Request for Proposal process could continue to be used to identify subcontractors for the delivery of the services.

There is no certainty that local communities would be interested in developing such cooperative funding arrangements or that federal matching dollars could be identified easily. But by incorporating this objective into any state appropriation, there is the possibility that additional dollars could be generated.

RECOMMENDATIONS

29 - The Employment Security Department should designate a staff person at each local Job Service office as an offender liaison who correctional clients and offender program staff can contact for job placement services.

30 - Employment Security should provide training to Job Service counselors and interviewers on the training and employment needs of offenders; counseling and job development techniques should be developed to meet this group's special needs.

31 - Community-based employment and training organizations should develop working agreements with local Job Service offices to share job listings and client information; all unemployed clients should be registered with the local Employment Security office.

32 - Revolving work experience slots in public and private, non-profit agencies and on-the-job training positions should be provided to offenders being released from the adult correctional institutions and on probation.

33 - Funding agencies, such as the Department of Social and Health Services, Employment Security, and Law and Justice Planning Office, should require employment and training programs funded by the state to follow-up for a minimum of six months with employers as well as clients.

34 - Funding agencies should require employment and training programs funded by the state to demonstrate knowledge in their contract application of support services and related employment and training organizations in their area.

35 - To encourage coordination, the Corrections Clearinghouse should revise the current State Work Orientation Program performance criteria.

36 - As part of their initial training, Adult Probation and Parole officers should become knowledgeable of available community resources.

37 - Employment and training programs receiving state funds or state-influenced funds should be required to develop a plan of coordination that delineates the role of each agency providing employment and training services to offenders.*

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*This recommendation is further discussed in the Planning section of this report.

38 - A portion of the ex-offender project of the State Work Orientation Program should be designated as match dollars to encourage local prime sponsors and other funding sources to participate in jointly-funded programs.

PLANNING

OVERVIEW

In the State of Washington, community-based employment and training programs for offenders have few or no dollars specifically earmarked for planning. The majority of these organizations operate on time-limited funding, most of which is awarded on the basis of competitive bids. In addition, most of the programs and projects receive dollars from many funding sources. Programs respond to Requests for Proposals (RFPs) based on the criteria specified in the RFP. Statements of needs and objectives are, in most cases, developed in response to these categorical funding processes. Planning and program development occurs in response to the types of funding available at any one point in time.

In Washington, at the state level, the Law and Justice Planning Division and the Division of Vocational Rehabilitation are the only two state agency divisions administering programs for offenders that also have specific dollars for planning through the development of a state plan. For most other state programs, the state budget is the planning document and the state budget process is the planning cycle.

Planning is impeded at both the state and local levels by a number of different hurdles:

- There are many different funding periods.
- There are multiple funding sources which may or may not have the same funding cycle.
- The majority of dollars for employment and training programs are time-limited funds.

- Participant eligibility criteria differ from program to program.
- There is no consistent program terminology.
- There is a lack of accurate client and program data.

COORDINATION MECHANISMS

There are currently no formal coordination mechanisms at the state level between the administrators of the employment and training programs for offenders. (Examples of statewide coordination methods used by several other states are included in Appendix B.) Division and program directors tend to communicate on an informal basis within their own agencies as well as across agency lines. Some employment and training administrators work closely with correctional administrators to plan cooperative programs; others make contact with correctional personnel only after a program has been funded and is ready to be implemented. As mentioned in the section on community programs, the amount of coordination attempted on the local level varies.

Service delivery agencies are usually blamed for the lack of interagency planning and coordination of offender programs. However, the problem of lack of coordination is allowed to occur because the state continues to fund duplicate programs without attempting cooperative planning. As the chart on the next page indicates, local prime sponsors, private foundations, and local governments provide approximately 39 percent of the dollars allocated as of March, 1978, to local offender employment and training assistance agencies; the state has full or partial influence over the rest of the remaining funds. Since the state has discretionary authority in the allocation of the majority of these funds, there exists a real opportunity for the administrating agencies to effectively plan for the coordinated delivery of services to offenders.

SOURCES OF FUNDS*

	Percent of Dollars Available for Employment and Training Activities	State Influence
Law Enforcement Assistance Administration	5%	Semi
CETA State Prime Sponsor (Special Manpower Services and Governor's Grant 5% Youth Funds)	10%	Semi
CETA Local Prime Sponsors	26%	No
CETA Title III	1%	No
Division of Vocational Rehabilitation	5%	Semi
Other Federal (Revenue Sharing, Department of Commerce, HEW)	11%	Semi
State Revenues (Adult Corrections Pass-Through Dollars, Prison Education Funds, Community College, State Work Orientation Program)	31%	Yes
Local Revenues	.5%	No
Private Foundations and Contributions (includes funds from the Manpower Demonstration Research Corporation**)	12%	No
Miscellaneous (including CETA Balance of State)	.1%	Semi

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*Data indicate the approximate percent of funds as of March, 1978. These funds represent a budget time span of up to two years due to varying funding periods.

**Manpower Demonstration Research Corporation funds a large portion of the PIVOT program in King County.

STATEWIDE PLANNING NEEDS

To establish an effective on-going planning process, the following steps must be completed periodically:

> Assess Needs: This report gives a general overview of the total number of offenders who are at various stages in the criminal justice system. However, it does not provide a complete picture of employment and training needs of offenders because data on the education levels and work histories of offenders are difficult to obtain. Accurate data on the total number of offenders in the state are almost as hard to come by. In addition, programmatic needs also vary with changes in sentencing patterns, types of offenders being served, and adjustments in categorical funds. Programmatic and client needs should be assessed biennially.
>
> Inventory Resources: This report is the first step in providing an inventory of employment and training programs for offenders. The programs identified are characterized by shifts in program emphasis and high turnover because most have time-limited funding. This inventory of programs needs to be updated periodically and distributed to staff of employment and training programs, offender groups, institutions, and probation and parole field staff. In addition, potential sources of funds need to be identified.
>
> Establish Program Priorities: Since there is a limited amount of dollars for employment and training programs, not all the identified needs can be met with state revenue or traditional federal sources. Deciding which to meet first is important and should take the following into account:

- How will the programs supplement or complement and coordinate with others?
- In what order should unmet needs, undermet needs, and problems be addressed?

Identify Additional Funding Sources: There are a variety of funding sources that have not been tapped effectively by state agencies and which could provide additional dollars for offender employment and training programs. Once priorities have been established, dollars should be sought to address the unmet needs. Probably the least utilized dollars are CETA National Discretionary (Title III) funds, which designate offenders as a target population.

Monitor and Evaluate: State-funded programs need to be monitored to determine whether they are doing what they were funded to do; evaluation of programs needs to occur to determine if program outcomes were accomplished. Also, in the case of coordination attempts, the coordination mechanisms or plans should be assessed to see if they were implemented effectively and had the desired outcome.

PLANNING AND COORDINATION RESPONSIBILITIES

Responsibility for accomplishing these planning functions must be assumed at both the local and state levels. Persons involved in the planning process should include representatives from the private sector, the employment and training agencies delivering services to offenders, and the various components of the criminal justice system. Since employment and training services may be only one of many needs the offender has, other supportive service organizations should be involved in any established planning process. Caution, though, should be exercised so that the planning responsibility is not defined so broadly that no results occur. Employment and training agencies and organizations should establish their own sense of self-purpose and "get their own house in order" before attempting to incorporate a more diversified scope and to plan for the coordination of other programs.

Local Responsibilities

Establish local planning groups consisting of representatives from Adult Corrections, Employment Security, the Division of Vocational Rehabilitation, the local prime sponsor, court probation units, Law and Justice Planning Division, community-based organizations, business, and labor. These planning units would be responsible for:

- Annually assessing employment and training needs of criminal justice clients (including misdemeanants), available resources, and gaps in service;
- Developing a plan of coordination for existing employment and training offender assistance programs;
- Establishing the priority of local needs;

State Responsibilities

Establish a state planning and coordination committee consisting of representatives from Adult Corrections, Employment Security, the State Prime Sponsor and the Corrections Clearinghouse, the Division of Vocational Rehabilitation, Law and Justice Planning Division, the State Board for Community College Education, community-based organizations, business, and labor. This planning group would be responsible for:

- Reviewing and assessing local plans and developing statewide funding priorities;
- Allocating resources based on funding priorities, with current funding sources maintaining administrative and fiscal responsibility;
- Identifying additional sources of dollars;
- Conducting continuous resource appraisal; reviewing and commenting

- Developing referral mechanisms between the criminal justice system and employment and training programs.

on A-95 applications addressing offender employment and training issues*

IMPLEMENTATION OF THE PLANNING PROCESS

To implement these proposed planning functions, several procedural tasks have to be defined and addressed:

- Identification of a vehicle for coordinating the designated agencies on the state level.
- Identification of geographical areas of responsibility on the local level.
- Designation of lead responsibility for carrying out state responsibilities and providing linkages with the local planning areas.

Identification of a Vehicle for Coordinating the Designated Agencies on the State Level: There are two possible planning vehicles for the development of coordinated offender employment and training programs at the state level: the proposed Criminal Justice Commission and the Employment Development Services Council. Legislation has been drafted to establish a Criminal Justice Commission which would have responsibility to:

- Assist the Legislature and Governor in the development of state policies for criminal justice administration;

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*A-95 Clearinghouse guidelines specify that all state agencies wishing to apply for financial assistance from any of a specific number of federal programs must notify the Office of Financial Management (OFM) prior to the formal submittal of the application to the federal government. During this 30-day period. OFM can consult with the applicant and other involved agencies regarding the proposed application.

- Provide a general awareness of these policies;
- Coordinate criminal justice activities undertaken by governmental agencies within the state; and
- Assist in improving the effectiveness of criminal justice agency operations on all levels of government.

The functions of the Criminal Justice Commission, as presently proposed, would include (1) the development of an annual comprehensive plan reflecting the total criminal justice needs of the state and (2) the review and analysis of the state budget proposals concerned with the administration of criminal justice programs, including Employment Security and Department of Social and Health Services.

In turn, the Employment Development Services Council is mandated by the Comprehensive Employment and Training Act to develop and recommend statewide policy that will enhance the coordination, efficiency, and effectiveness of employment and training activity throughout the state. The Council reviews and comments on selected employment and training plans in the state, both of state agencies and CETA prime sponsors. The Council also has begun to monitor the activities of the agencies involved in the employment and training system. These mechanisms are among the methods it uses to gather information for policy recommendations. It is important to note that the Services Council is not limited to CETA, as its mandate encompasses the entire range of employment and training activity throughout the State of Washington.

Any state-level planning of employment and training programs needs to be done in cooperation with the CETA local prime sponsors, since they have a substantial portion of the employment and training dollars being spent throughout the state for direct service delivery activities. In addition, any such planning must provide for the coordination between the employment and training agencies and the criminal justice system.

Identification of Geographical Areas of Responsibility at the Local Level: There are numerous planning districts for many different programs currently operating in Washington.* The two formalized planning areas most directly affecting the expenditure of funds for offender employment and training programs are (1) the CETA prime sponsors' planning areas and (2) Law and Justice Division planning areas. As the maps on the next two pages indicate, these planning areas are quite similar, with the following exceptions:

- Snohomish County is a separate planning area for Law and Justice and not for CETA. Skagit and Whatcom Counties are divided into two separate planning areas for CETA and not for Law and Justice.
- Within the Pierce County area, there are two CETA prime sponsors: Pierce County and the City of Tacoma: Law and Justice planning encompasses planning for both city and county programs into one area.

Designation of Lead Responsibility for Carrying Out State Responsibilities and Providing Linkages with the Local Planning Areas: There needs to be one lead agency designated to carry out the state-level planning functions and to act as staff to the proposed Offender Employment and Training Planning Committee. The agency most suited for this responsibility is the Corrections Clearinghouse. The Corrections Clearinghouse is currently involved in administering the ex-offender portion of the State Work Orientation Program and has had the most direct involvement in the development of employment and training programs.

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*Refer to Roger Scott, Washington State Employment and Training Planning Systems (Employment Development Services Council, Washington State Employment Security Department, Olympia, Washington, 1978), pp. 12-20.

for offenders at the community and transition levels. The Clearinghouse, through its activities in the last several years, has established working relationships with a number of community-based organizations including Adult Corrections, local prime sponsors, public and private training institutions, and other public and private employment and training agencies or divisions. The primary responsibilities of Corrections Clearinghouse to the Offender Employment and Training Committee should be as follows:

- Conduct a biennial assessment of client and program needs for the committee's review and analysis.
- Compile local offender employment and training coordination plans into a statewide plan for the committee's analysis and use in establishing recommended funding priorities prior to the start of the state budget planning process.
- Identify sources of funds to address services that are not being provided and prepare grant proposals.
- Subcontract generated funds to community-based organizations for delivery of services; monitor and assess program outcomes.
- Develop a format for local coordination plans.
- Provide technical assistance to local planning units and community-based organizations conducting need assessments and developing coordination plans.
- Assist local communities in developing mechanisms for referral from the institutions to community programs.
- Publish an annual resource directory of employment and training programs for offenders.
- Develop and conduct staff training programs for program operators when appropriate in cooperation with the Criminal Justice Training Commission.

As members of the Offender Employment and Training Committee, the other designated state agencies and divisions could provide support in accomplishing activities, and be actively involved in developing policy

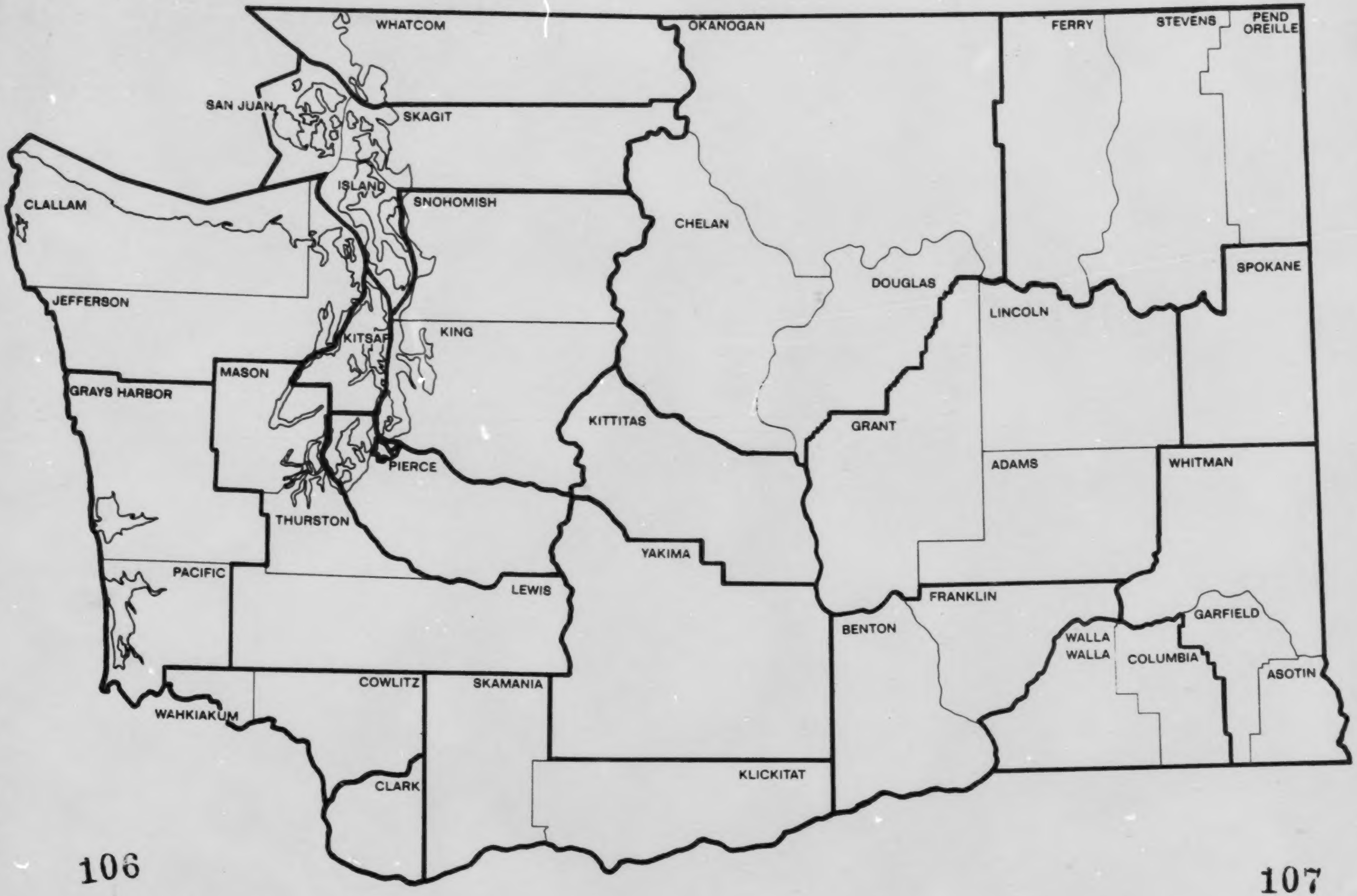

FIGURE 4: CETA PRIME SPONSORS AND BALANCE OF STATE PLANNING AREAS

recommendations and in establishing employment and training priorities. Each agency division could retain control over its allocated dollars and the actual management of those funds.

To avoid any potential conflict of interest between the Corrections Clearinghouse and other service delivery organizations, it is proposed that the Clearinghouse subcontract its direct service programs to existing community-based organizations.

RECOMMENDATIONS

39 - To establish a coordination process for the planning of offender employment and training programs, one of the following two planning options should be adopted.

Option One

If the Criminal Justice Commission Act is passed giving the Commission responsibility to plan for "the total criminal justice needs of the state," it is recommended that an adjunct committee of the Commission be appointed to accomplish the state-level planning responsibilities previously described. If this occurs, there should be overlapping membership or a liaison between this offender employment and training committee and the Employment Development Services Council. This would provide the necessary link to the Council in the development of overall employment and training policy for the state.

Option Two

If the Criminal Justice Commission Act is not passed as presently proposed, and the Commission has only limited planning responsibilities, an employment and training committee for offenders should be formed as an adjunct committee to the Employment Development Services Council with the same functions.

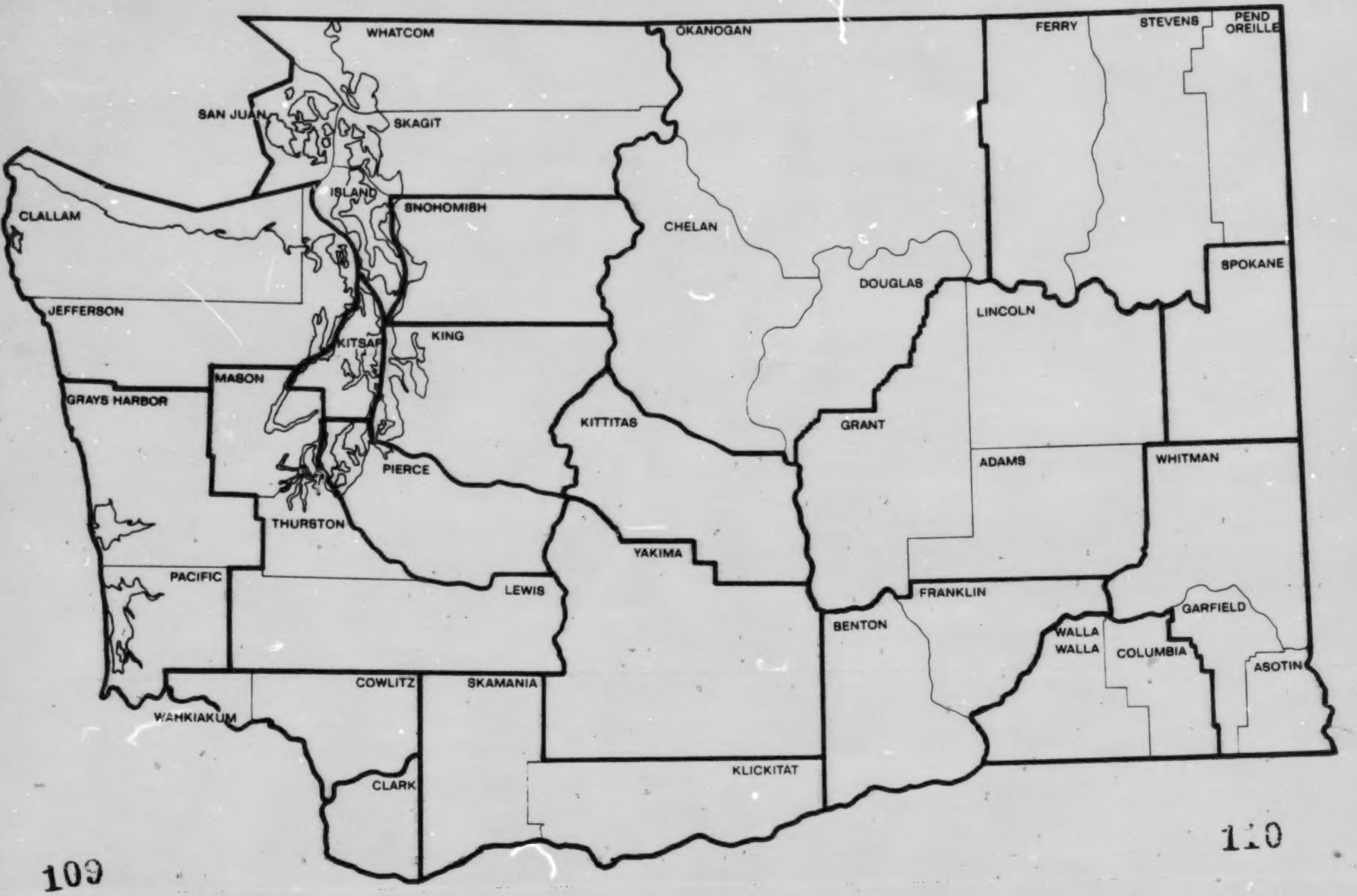

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FIGURE 5: LAW AND JUSTICE PLANNING AREAS

40 - The existing Law and Justice planning areas should be adopted as the planning areas for offender employment and training programs.

41 - Lead responsibility in carrying out the planning function of the proposed employment and training committee should be assigned to the Corrections Clearinghouse.

EVALUATION CRITERIA

OVERVIEW

Often, the following questions arise when the subject of evaluation of employment and training programs for offenders is discussed:

- Why evaluate?
- What kind of an evaluation should be done?
- What data systems are available to assist in the evaluation effort?
- How does one evaluate quantitative as well as qualitative aspects of a program?
- How much should be spent on evaluation?

There are many different approaches to evaluation in the training, employment, and correctional fields. Evaluations can be used to analyze cost-benefits or the impact on recidivism; they can compare similar programs to determine which are more effective; or they can compare participation status before program entry and after program termination. Evaluations can be approached on an experimental or nonexperimental basis. The technique used determines the costs and the length of time it takes to complete an evaluation. Before examining evaluation criteria, the purpose of the evaluation must be determined, the advantages and disadvantages of different evaluation methods must be weighed, the availability of data must be assessed, and the time and money needed for evaluation must be gauged.

EVALUATION OBJECTIVES

The objectives for the evaluation of employment and training programs should include the following:

Client Impact:

1. Determine the impact the program has had on the educational or employment status of the participants.
2. Determine the impact the program has had on improving the earnings of the participants.

System Impact:

1. Determine the cost of the program.
2. Determine the impact the program has on recidivism.
3. Determine which program approach has an impact on various types of offenders.

ADVANTAGES AND DISADVANTAGES OF DIFFERENT METHODS

Recidivism

Many people feel that the single most significant criterion of employment and training projects for offenders is client rehabilitation as measured by reduced recidivism or reoffense rates.

> Advantages: This criterion gives a measure of impact that is generally understood and accepted by most people. It is worthwhile to know if a particular program approach or service delivery process has an impact on criminal behavior or on a particular type of offender.

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Disadvantages: There is no standard definition of recidivism or accurate measure of repeat offenses by clients. Recidivism is computed many different ways, and although it is the best available, it is not always a reliable indicator of illegal activity. To assign validity to recidivism, evaluation data must be assessed in relationship to control or comparison groups. Furthermore, for recidivism to be tested, a follow-up period of at least two to three years should be established, making this approach fairly costly.

Cost-Benefit Analysis

This criterion is being used more and more to justify program continuation. Monetary values--the relation of cost savings as benefits to expenditures--are used as a basis for comparison.

Advantages: There are problems inherent in determining whether some programs are effective. Thus, even though a program's effectiveness is an unknown quantity, one can still make judgements about the pure financial benefits of the expenditures. For example, if more tax dollars are being returned to the state through the earning of wages and the reduced costs of welfare and court costs than are paid out to operate the program, it can be said that the benefits of the program outweigh the costs.

Disadvantages: To be a true cost-benefit test, the evaluation must be conducted on a comparison basis. To get a useful cost figure, a follow-up period of one to three years should be established to determine subsequent confinement costs. There can, however, be some difficulty in determining the cost of one program compared to another and accurately tracking participant's earnings over an extended period of time.

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Nonexperimental Method

This is perhaps the most common evaluation conducted.* Nonexperimental evaluations differ substantially from experimental ones in that they do not require a control group. Because of this, they can be done much more quickly and cheaply than other kinds of evaluations. The most frequently used nonexperimental evaluation is the simple measuring of changes at a point subsequent to the initiation of a program. Other nonexperimental approaches include case studies, time series studies, surveys, and before-and-after studies.

> Advantages: The two most noticeable advantages of this approach are that it is inexpensive and it can be accomplished in a relatively short period of time. Indications are that these methods are more useful instruments than the longer-term experimental approaches in times of rapid change.
>
> Disadvantages: Nonexperimental procedures lack standardization, and their reliability can be uncertain. Their value is determined, to a large extent, by the experience, judgement, and objectivity of the researcher.

DATA COLLECTION

Current efforts to evaluate offender employment and training programs are hampered by the lack of a data collection system that provides accurate information on the number of persons in the criminal justice system or their characteristics. It is very difficult to collect data on the characteristics of the offenders involved in the correctional system. It is also difficult to determine the total number of clients involved in the system at any one time.

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*Stuart Adams, in Perspective Package: Evaluative Research in Corrections: A Practical Guide (National Institute of Law Enforcement and Criminal Justice, Law Enforcement Assistance Administration, U.S. Department of Justice, Washington, D.C., March, 1978), states that nonexperimental studies comprise 80 to 90 percent of the evaluative studies in corrections (p. 53).

Many agencies and organizations and some divisions within agencies keep their own records, frequently collecting information for special purposes unique to that agency. Often, these records or information systems are not comparable with each other, making cross comparisons of data difficult if not impossible. Current data sources have large reporting gaps. These problems are multiplied further when compiling data on demographic characteristics.

The situation for the misdemeanant population is worse than for felons. Arrest records, disposition of cases, adjudication, and the number of offenders are all recorded on the county level, but there is no centrally coordinated data collection system available statewide. Since the misdemeanant population is the single largest portion of the offender population in the state, it is difficult to conduct any accurate client or program assessment without these data. At the present time, it is not possible to gauge the impact of employment and training programs on the habilitation of an offender on a statewide basis.

The task of gathering follow-up data to determine program effectiveness is also complicated by the fact that often the histories and present progress of individual offenders must be followed case by case. This presents problems since police, court, and corrections records are protected by confidentiality of information regulations. To find an easy way through this maze in order to obtain data is difficult and time-consuming. Furthermore, the cost of developing such a collection system may be prohibitive and too cumbersome to manage. The state has already allocated several million dollars to develop better data collection programs for the criminal justice system. So far, the results have been limited.

With these drawbacks of a statewide data collection system in mind, an alternative approach to the problem may be to develop a small-scale management information system that could be adopted by each individual agency and organization for its own internal use. If these separate systems used common definitions and format and gathered common client data, this information could be used collectively to assess program and client needs and to allow for program comparisons.

COST OF EVALUATION

Experimental research methods, such as the recidivism or cost-benefit models previously mentioned, are costly and difficult to administer. To do valid research studies, follow-up of program participants and a comparison control group should be continued for at least three years.

The nonexperimental approach to evaluation is the least costly; it takes less overall time to complete and does not require a control or comparison group. Given that there are limited funds for employment and training programs for correctional clients, it would not be cost-effective for all programs to be evaluated with an experimental or semi-experimental model.

EVALUATION CRITERIA

Most of the employment and training programs identified in this report indicated that their current evaluation criteria include the numbers of persons placed on jobs, job retention after 90 days, recidivism, and cost-effectiveness. Since individual programs define and weigh each of these variables differently, there is a need for uniformity and to seek common definitions of success that are useful in the evaluation process. The goals of increased employability and decreased recidivism should be viewed as distinct elements, each fulfilling different program needs. It is important to find answers to distinct manpower questions:

Has the project been able to give an offender a job skill? Have projects identified the kind of supportive services an offender needs to obtain and maintain steady employment? Have the programs met those needs? Have projects discovered or created jobs and a work atmosphere conducive to the employment success? Have projects uncovered social barriers to offender employment and taken steps to reduce them? These are valid manpower questions that deserve exploration and action regardless of their relationship to recidivism.

On the other hand, in spite of the difficulties and costs of collecting, recidivism statistics might be best used as a tool by the program to refine their design or services. This can be accomplished by using recidivism data to distinguish between those individuals who succeed and those who do not. It becomes incumbent upon a project to utilize the statistic to sharpen its services so that a continually increasing proportion of participants are successful, rather than to tout the statistic and use it for comparing itself favorably with dissimilar projects. If a common way of defining and collecting recidivism could be agreed upon, recidivism could be used as a criterion for determining the impact of individual programs.

Taking all these facts into consideration, it is suggested that evaluations of individual programs be done on a nonexperimental basis, preferably using a before-and-after approach. Criteria for evaluation of employment and training programs should concentrate on the impact the program has on the subsequent employment status and economic status of its participants over a period of time. Any evaluation effort must also consider the characteristics of the client population that is being served by each particular program.

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SUGGESTED EVALUATION CRITERIA FOR EMPLOYMENT AND TRAINING PROGRAMS

Goal/ Objectives	Suggested Measure for Employment and Training Programs	Suggested Measurement Tool
Improve education status of participants	Results of student achievement: number and percent of participants who tested less than eighth-grade level at program entry and who tested at least at the eighth-grade level upon program termination.	Testing of clients' achievement levels at program entry and progran termination.
	Number and percent of participants who had less than a high school education at program entry who achieved a GED or high school diploma by program termination.	Record of GED or high school achievement at program entry and termination.
	Number and percent of participants enrolled in another employment development program.	Client follow-up placement records.

Goal/ Objectives	Suggested Measure for Employment and Training Programs	Suggested Measurement Tool
Improve employment status of participants.	Number and percent of participants employed at a job related to the training at time of completion/terminations.	Client placement records.
	Number and percent of former participants who were employed at least 16 weeks in six months after termination.	Client follow-up records.
Improve participant earnings.	Percent of change in the average earnings before participation versus that in the six months after termination for former participants in the group.	Client follow-up records.
	Average wage of participants at the time of completion/termination and at six months after termination.	Client placement and follow-up records.

Goal/ Objective	Suggested Measure for Employment and Training Programs	Suggested Measurement Tool
	Percent change in the number of former participants who are self-supporting six months after termination versus six months before termination.	Client follow-up records.
Minimize low-quality service.	Number and percent of former participants who rate program services as "fair" or "poor."	Sample client survey conducted by program monitor.
Minimize costs.	Average cost per placement during contract period.	Total expenditures divided by total job placements for designated period.

RESEARCH AND DEMONSTRATION PROJECTS

While it is suggested that the majority of programs funded should be evaluated on a nonexperimental approach, some research and demonstration projects should also be conducted to determine long-range program impacts.* Research projects should be geared to programs that can provide us with new information or develop a new service delivery approach for a special group of offenders. This knowledge should be used to make long-range policy decisions on future funding allocations. Such research projects should evaluate cost-benefits as well as the impact on recidivism. Unless the state wishes to spend substantially more money on evaluation than has been spent or develop a comprehensive data collection system, it should limit these types of research projects and pursue federal funding for such efforts.

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*In some cases, funding sources require this.

PROGRAM STANDARDS

This report looks at the range of total client costs, percent of client completions, and job placements, but it does not try to develop standards for these variables because of the number of programs operating which provide different services, serve different client populations, and have different service delivery mechanisms. Until common definitions are agreed upon and accepted and until effective management information systems are established, attempts at program comparisons are useless. The burden, therefore, rests with programs and funding agents to develop well-defined and measurable performance objectives as well as cost standards for particular types of programs.

Without addressing completion, placement objectives, and cost standards, other suggested program performance standards are listed below:

- Percent of minorities and women receiving employment and training services should be proportionate to that of the probation and parole population in the county the program is located.
- Administrative costs of service delivery programs should be limited, perferable to 20 percent or less.
- Client and employer follow-up should be conducted for a minimum of six months.
- Employment and training agencies must be able to demonstrate connection with and support from correctional programs.
- Average client wage should be at least $3.00 per hour.
- Data should be collected on the following client characteristics:

- Age
- Sex
- Ethnic status
- Status with criminal justice system
- Educational level
- Previous wage earned
- Veteran's status
- Convictions within a six-month follow-up period

RECOMMENDATIONS

42 - The proposed Offender Employment and Training Planning Committee should explore the feasibility of developing management information systems and data gathering procedures for offender programs. Common definitions and format should be agreed upon and common client information collected.

43 - Conduct evaluations on individual employment and training programs through a nonexperimental method using performance criteria that address the impact the program has on improving a participant's educational status, employment status, and earnings. To evaluate long-range program impacts, such as recidivism, a statewide data collection system should be developed or the present systems improved.

44 - Require state-funded programs to adopt program standards suggested in this chapter. In addition, require these programs to collect basic client information to be used for program monitoring.

45 - Conduct research and demonstration projects using federal dollars to look at new program designs or program impact on specific categories of offenders.

APPENDICES

APPENDIX A: PROGRAM DATA TABLES

PROGRAM DATA TABLES

OVERVIEW

The program data tables contain specific information on 55 programs around the state that have offenders as their major target group.* Programs are listed in two categories: state agencies and community-based programs. State agency programs are listed alphabetically by department; community-based programs are listed alphabetically by county.

The State Work/Training Release Program is listed under State Agency Programs, since it funds and administers the community programs. In addition, each individual work release program is listed by county. The various work release programs are listed separately because some facilities have different program emphasis. The only county work release programs listed are those receiving state dollars or LEAA funds and are, therefore, influenced by the state.

These tables are offered as indicators of the activities and performances of the various programs. The data contained in these tables should not be used on a comparative basis, since these programs work with persons at different stages in the criminal justice system, provide varying combinations of services, and have different program objectives. In some instances, the information that is not recorded on the chart can tell us as much about the state of the art of these programs as the information that is recorded.

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*Programs starred in the inventory in Volume II are listed in these charts.

Five separate tables are presented. Definitions of terms that are not self-explanatory are as follows:

TABLE I: PROGRAM CHARACTERISTICS

Advisory Board or Council: Advisory boards or councils are designated for organizations, agencies, and programs that report regularly and formally to an advisory board, planning council, or a board of directors. Programs reporting to political bodies, such as county commissions are also indicated.

Total Number of Staff: "Professional staff" includes counselors, administrators, job developers, and community resource specialists involved in the administration or delivery of services to clients. "Nonprofessional staff" includes typists, clerks, secretaries, and other support personnel.

Source of Funds for Data Period and Current Sources of Funds: The italicized figures in these two categories designate funds that are known to be specifically used to provide training or employment development services to offenders. The other figures reflect the source and amount of funds for each program's overall operating budget. Some of these funds can be used for the delivery of training and employment services, but the majority of the dollars are used for ancillary services such as housing, legal assistance, court diversion, and client supervision. The percentage of the budget used for training or employment activities in many cases is not separately computed by the programs.

Percent Administration Costs: This indicates the portion of the program's budget not specifically allocated for the delivery of direct services to clients.

TABLE II: PLANNING AND COORDINATION CHARACTERISTICS

State Influence: This reflects the discretionary nature of the program; whether or not the state has any influence in determining program direction. The state has full discretion over programs that are funded totally by state revenues. These programs are designated by "yes". Programs receiving some state or federal dollars over which the state has some discretion are listed as "semi". Programs receiving no state or federal dollars over which the state has some discretion are not influenced by the state and are designated by a "no".

Planning Required by Federal/State Regulations: This indicates only those agencies that have special requirements by a legislative act, state or federal regulation, a grant application, or a contract mandating the organization or agency to assess periodically the needs of its service area and to design a program to meet those specific needs. The term "Planning," as it is used here, has a broader meaning than a response to a request for proposal.

Relationships with Other Agencies: "Planning" relationships are defined as providing information to or receiving information from another agency which is used to assess client needs, program availability, gaps in service, etc., in order to develop a program format. "Operational" indicates actual coordination and cooperation between agencies. This may be through the use of each other's services or client referrals. Planning relationships are designated with a "P"; operational relationships are designated with an "O".

Funding Resources for Planning: Listed in this category are sources of dollars specifically allocated for planning the program.

TABLE III: SERVICES AND COSTS CHARACTERISTICS

Services: "Direct" services are those that a program delivers to its clients by its own staff or pays another agency to provide. "Referral" services are those provided to clients by another agency at no cost to the referring program. Direct services are designated by a "D"; referral services are designated by an "R".

Total Cost Per Client: This figure reflects total expenditures for the data period divided by the number of clients placed in a job during the same period. In several cases, "set fee" is used to indicate the payment schedule established by the State Work Orientation Program for intake, placement, and completion.

TABLE IV: TARGET POPULATION

Length of Follow-up: The figure in this column indicates the period of time for which clients are monitored once they have completed or are terminated from the program. Programs have various reasons for monitoring: some programs track clients to determine the rate of recidivism; others use counseling and employer contacts in the follow-up to assist the client's transition from the program.

Client Completion Rate: This reflects the number of correctional clients who finished a specific program divided by the total number of correctional clients who initially enrolled in that program. Completion does not necessarily reflect the percentage of those clients who were successfully placed in jobs, since job placement may not be the only performance objective of a program.

Percent Entered Unsubsidized Employment: This reflects the number of correctional clients enrolled in the program divided by the number placed in unsubsidized employment for the data period. It does not include clients placed in CETA or other types of jobs subsidized by government grants.

Recidivism Rate: This should reflect the percentage of clients returned to an institution either because of a new offense and conviction or because of violation of parole or probation. However, since a wide disparity of follow-up procedures and accounting methods exists among the programs, the recidivism rates reported in this column are not comparable. In most cases, these figures reflect a monitoring period of less than six months, and in many cases, it also reflects an informal feed-back system.

TABLE I: PROGRAM CHARACTERISTICS

Agency	Time Period for which Data Collected	Type of Organization	Advisory Board or Council	Total # of Staff Professional Nonprofessional	Type of Staff Voluntary Full-Time Part-Time	Length of Program Existence	Sources of Funds for Data Period	Current Sources of Funds	Current Funding Period	Start/End Date Fiscal Year	% Administration Costs
STATE AGENCY PROGRAMS											
Employment Security											
Corrections Clearinghouse	Varies by Contract from Aug. 1 1976 - Feb. 28 1978	Public		31 23 8	x	4-6 yrs.	Special Manpower Services $1,249,618 HEW $50,654	LEAA $263,000 State Revenues $29,222 $50,539* Special Manpower Services $500,000 HEW $99,945 U.S. Dept. of Commerce $114,429	Varies by Contract from Sept. 1 1977 - June 1 1979		18-20%

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*Ex-offender portion of state work orientation funds; reflects only administrative dollars.

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Agency	Time Period for which Data Collected	Type of Organization	Advisory Board or Council	Total # of Staff Professional Nonprofessional	Type of Staff Voluntary Full-Time Part-Time	Length of Program Existence	Sources of Funds for Data Period	Current Sources of Funds	Current Funding Period	Start/End Date Fiscal Year	% Administration Costs
Dept. of Social & Health Svcs. (DSHS)											
Adult Corrections Division											
Institutional Industries	Jan. 1 1977 - Dec. 31 1977	Public	Institutional Industries Commission		x	more than 6 yrs.	Revolving Fund, Sale of Products Made from Inmate Labor	Same	Jan. 1 1978 - Dec. 31 1978	Calendar Year	
Prison Education Program	July 1 1977 - June 30 1978	Public	Trade Advisory Boards Apprenticeship Committees (Reformatory)	1376 FTEs*	x	varies	State Revenues $576,646 ESEA Title I $177,982 CETA, Local Prime Sponsor $40,000 Community College (FTE Contribution) $750,000	Same	July 1 1978 - June 30 1979	July 1-June 30	

*An annual FTE is equivalent to 45-credit hours.

TABLE I: PROGRAM CHARACTERISTICS

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Prison Education Program (Continued)							*Other (Estimate) (WSP only)* *BEOG $132,096* *VA $46,000* *DVR $42,000*				
Work/Training Release Program, ACD	July 1 1977 - June 30 1978	Public	Community Advisory Boards		x	more than 6 yrs.	State Revenues $2,281,125 Resident Contributions	Same	July 1 1978 - June 30 1979	July 1- June 30	
Division of Vocational Rehabilitation											
Rehabilitation Corrections Program	July 1 1977 - June 30 1978	Public	DVR-State Advisory Board, Six Regionals	12	x	more than 6 yrs.	*DVR $260,433* *ACD (In-Kind Services)*	*Same*	July 1 1978 - June 30 1979	July 1- June 30	40%

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CLALLAM COUNTY															
Offender Services Port Angeles Work/Training Release Port Angeles	Jan. 1 1977 - Dec. 31 1977	Public	Superior Court Judges County Commissioners	4	3	1		x		4-6 yrs.	LEAA $19,021 Local Revenues $18,426 Resident Contributions $25,019 Portion of State Work/Training Release Budget	LEAA $7,500 Local Revenues $24,602 Resident Contributions $32,850	Varies by Contract from Oct. 1 1977 - Sept 30 1978		
CLARK COUNTY															
Clark County Dept. of Corrections Vancouver	Jan. 1 1977 - Dec. 31 1977	Public	No	25	22	3		x		1-3 yrs.	LEAA $164,213 *CETA, Local Prime Sponsor $23,000* State Revenues $77,051 *$46,844*	*Same*	Jan. 1 1978 - Dec. 31 1978	Calendar Year	22%

TABLE I: PROGRAM CHARACTERISTICS

Agency	Time Period for which Data Collected	Type of Organization	Advisory Board or Council	Total # of Staff	Professional	Nonprofessional	Type of Staff Voluntary	Full-Time	Part-Time	Length of Program Existence	Sources of Funds for Data Period	Current Sources of Funds	Current Funding Period	Start/End Date Fiscal Year	% Administration Costs
Clark County Dept. of Corrections (Continued)											Local Revenues $112,071 Drug Abuse $8,000				
Prevention-Rehabilitation Council of Clark County Vancouver	Jan. 1 1977 - Dec. 31 1977	Non-profit	Yes	17	12	5		x		4-6 yrs.	LEAA $38,000 CETA, Local Prime Sponsor $80,000 State Revenues (State Sub-contractor for Vancouver Work/ Training Release)	LEAA $53,000 CETA, Local Prime Sponsor $70,000 State Revenues (State Sub-contractor for Vancouver Work/ Training Release)	Jan. 1 1978 - Dec. 31 1978	Calendar Year	75%
Vancouver Work/ Training Release Vancouver	July 1 1977 - June 30 1978	Public	Prehab Council of Clark County	9	7	2		x		1-3 yrs.	Portion of State Work/Training Release Budget Resident Contributions		July 1 1978 - June 30 1979	July 1- June 30	
COWLITZ COUNTY															
Longview Work/ Training Release Longview	July 1 1977 - June 30 1978	Public	No	6	5	1		x		more than 6 yrs.	Portion of State Work/Training Release Budget Resident Contributions		July 1 1978 - June 30 1979	July 1- June 30	

TABLE I: PROGRAM CHARACTERISTICS

Agency	Time Period for which Data Collected	Type of Organization	Advisory Board or Council	Total # of Staff	Professional	Nonprofessional	Type of Staff Voluntary Full-Time Part-Time	Length of Program Existence	Sources of Funds for Data Period	Current Sources of Funds	Current Funding Period	Start/End Date Fiscal Year	% Administration Costs
Offender Services Kelso	Jan. 1 1977 - Dec. 31 1977	Public	No	2	1	1	x	1-3 yrs.	LEAA $35,485 State Revenues $1,916 Local Revenues $1,916	LEAA $8,621 State Revenues $478 Local Revenues $36,478	March 1 1978 - Dec. 31 1978	April 1 - March 31	
FRANKLIN COUNTY													
Tri-Cities Work/ Training Release Pasco		Public	Advisory Board of Directors	8	6	2	x	4-6 yrs.	Portion of State Work/Training Release Budget Resident Contributions		July 1 1978 - June 30 1979	July 1- June 30	
KING COUNTY													
Adult Probation and Parole Seattle	July 1 1977 - June 30 1978	Public	No	1	1		x	more than 6 yrs.	Portion of State Probation and Parole Budget		July 1 1977 - June 30 1978	July 1- June 30	
ATTICA, Inc. Seattle	Jan. 1 1977 - Dec. 31 1977	Non-profit	No	4	3	1	x	more than 6 yrs.	State Revenues $3,600 Contributions $7,500	Same	July 1 1977 - June 30 1978	July 1- June 30	75%

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ATTICA, Inc. (Continued)							Private Foundation $1,500 Churches				
Campion Tower Work/Training Release Seattle	Jan. 1 1977 - Dec. 31 1977	Public	No	15 14 1	x	4-6 yrs.	Portion of State Work/Training Release Budget Resident Contributions		July 1 1978 - June 30 1979	July 1-June 30	
Cooperative Svcs. Consortium Seattle	Jan. 1 1977 - Dec. 31 1977	Non-profit	No	8 6 2	x	1-3 yrs.	CETA, Local Prime Sponsor $16,474	CETA, *Local Prime Sponsor* *$74,128*	Oct. 1 1977 - Sept 30 1978	Oct. 1-Sept 30	
Criminal Justice Project (Dysfunctional Offender Project) Seattle	Jan. 1 1978 - April 31 1978	Public	King County Division of Human Services	15 13 2	x	less than 1 yr	CETA, Local Prime Sponsor $280,000	Same	Oct. 1 1977 - July 31 1978		

TABLE I: PROGRAM CHARACTERISTICS

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Job Therapy, Inc. Seattle*	Jan. 1 1977 - Dec. 31 1977	Non-profit	Board of Directors	36	30	6	x	more than 6 yrs.	DVR $10,312 CETA, Local Prime Sponsor $295,822 State Revenues $12,240 Local Revenues $2,000 Contributions $30,030 Federal Work/Study $31 Interest Income $658	DVR $5,000 CETA, Governor's Special Grant $50,260 CETA, Local Prime Sponsor $429,300 State Revenues $64,200 Local Revenues $1,000 Contributions $11,000 Interest Income $500	Varies by Contract from Oct. 1 1977 - Sept 30 1978	July 1-June 30	15%
King County Work Release Seattle	Jan. 1 1977 - Dec. 30 1977	Public	No	17	7	10	x	more than 6 yrs.	King County (Unknown)	Same	Jan. 1 1978 - Dec. 31 1978	Calendar Year	60%

*Job Therapy also has offices in Snohomish and Skagit Counties. These figures reflect their total operation.

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Operational Emergency Center Ex-Offender Program Seattle	Jan. 1 1977 - Dec. 31 1977	Non-profit	No	5	5			x		4-6 yrs.	CETA, Local Prime Sponsor $36,112	*CETA, Local Prime Sponsor $36,112* *State Revenues $50,000* Contributions $60,000	Nov. 14 1977 - June 30 1978	July 1- June 30	16%
Pioneer House Bishop Lewis Work/Training Release Seattle		Public	No	22	7	15		x		more than 6 yrs.	Portion of State Work/Training Release Budget Resident Contributions		July 1 1978 - June 30 1979	July 1- June 30	
Pivot, Corp. Seattle	March 1 1977 - Feb. 28 1978	Non-profit	Manpower Demonstration Research Corp., New York (MDRC)	19	8	11		x		1-3 yrs.	DVR $1,547 HEW $5,300 CETA, Local Prime Sponsor $170,639 State Revenues $10,000 Local Revenues $163,628	*CETA, Local Prime Sponsor $438,828* *Private Foundation $30,000* *MDRC $651,000*	March 1 1978 - Feb. 28 1979	Mar. 1- Feb. 28	29%

TABLE I: PROGRAM CHARACTERISTICS

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Pivot, Corp. (Continued)							Private Foundation $36,320 MDRC $548,000				
Re-Entry Assistance Program Seattle	Jan. 1 1977 - Dec. 31 1977	Non-profit	No	14 10 4	x	4-6 yrs.	LEAA $26,657 CETA, Local Prime Sponsor $81,700 Federal Revenues $31,248	Currently No Direct Funding; Staff Supported by Other Projects			10%
Seattle/King County Public Defender Assoc. Seattle	Jan. 1 1977 - Dec. 31 1977	Non-profit	No	91 67 24	x	4-6 yrs.	LEAA $160,983 DVR $820 CETA, Local Prime Sponsor $110,014 State Revenues $43,445	LEAA $160,983 CETA, Local Prime Sponsor $110,014 State Revenues $32,227 Local Revenues $1,469,950	Jan. 1 1978 - Dec. 31 1978	Calendar Year	

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Seattle/King County Public Defender Assoc. (Continued)											Local Revenues $1,401,242 Urban League $1,568				
United Indians of All Tribes Foundation Seattle	Feb. 1 1978 - June 30 1979	Non-profit	No	6	4	2		x		less than 1 yr	*State Revenues $40,000*	*Same*			
University of Washington Resident Release Program Seattle	Jan. 1 1977 - Dec. 31 1977	Non-profit	No	11	8	3		x		more than 6 yrs.	Federal Revenues $133,000 Portion of State Work/Training Release Budget/Resident Contributions	Same	July 1 1978 - June 30 1979	July 1-June 30	
Women's Community Center Seattle	Jan. 1 1977 - Dec. 31 1977	Non-profit	Board of Directors	9	9						LEAA $88,063 State Revenues $59,784	Same	Dec. 1 1977 - Nov. 30 1978		80%
KITSAP COUNTY															
Consolidated Adult Corrections Silverdale	June 1 1977 - March 31 1978	Non-profit	Kitsap County Law & Justice Board	3	2	1		x		less than 1 yr	LEAA $25,000	LEAA $20,000	March 1 1978 - Sept 30 1978		

TABLE I: PROGRAM CHARACTERISTICS

Agency	Time Period for which Data Collected	Type of Organization	Advisory Board or Council	Total # of Staff	Professional	Nonprofessional	Type of Staff Voluntary Full-Time Part-Time	Length of Program Existence	Sources of Funds for Data Period	Current Sources of Funds	Current Funding Period	Start/End Date Fiscal Year	% Administration Costs
Continued Progress Association Bremerton Work/ Training Release Bremerton	April 1 1977 - Sept. 30 1977	Non-profit	No	11	9	2	x	less than 1 yr	CETA, Local Prime Sponsor $24,001 State Revenues $9,480 Local Revenues $7,251	*CETA, Local Prime Sponsor $111,968* State Revenues $22,311 Local Revenues $17,904 (approx.)	Oct. 1 1977 - Sept 30 1978	Oct. 1- Sept 30	60%
OKANOGAN COUNTY													
Colville Reservation Release Project Nespelem	Sept. 15 1976 - Feb. 14 1978	Public	Law & Justice Planning Committee	3	2	1	x	1-3 yrs.	LEAA $30,000 Local Revenues $3,855	LEAA $14,991 Local Revenues $1,975 Tribal CETA Funds	Varies by Contract From Feb. 15 1978 - Aug. 1979	Sept 1- Aug. 31	66%
PIERCE COUNTY													
Comprehensive Mental Health Center Tacoma	Jan. 1 1977 - Dec. 31 1977	Non-profit	No	4	3	1	x	2 yrs.	LEAA $63,000	CETA, Local Prime Sponsor $19,000	Jan. 1 1978 - Dec. 31 1978	Calendar Year	7%
Project EL CID Tacoma	Jan. 1 1977 - Dec. 31 1977	Public	Pierce County Manpower Advisory Council	8	7	1	x	1-3 yrs.	*CETA, Local Prime Sponsor $177,000*	*Same*	Oct. 1 1977 - Sept 30 1978	Oct. 1- Sept 30	10%

TABLE I: PROGRAM CHARACTERISTICS

Agency	Time Period for which Data Collected	Type of Organization	Advisory Board or Council	Total # of Staff Professional Nonprofessional	Type of Staff Voluntary Full-Time Part-Time	Length of Program Existence	Sources of Funds for Data Period	Current Sources of Funds	Current Funding Period	Start/End Date Fiscal Year	% Administration Costs
Project EL CID (Continued)			Tacoma Comp. Employment Service Advisory Council								
Progress House Association Ex-Offender Program Tacoma	Varies by Contract from Oct. 31 1977 - June 30 1978 Client figures: Jan. 1978 - March 1978	Non-profit	Yes	2 2	x	less than 1 yr	Revenue Sharing $40,997 State Revenues $52,124 Private Foundation $11,000 Grant-In-Aid $9,460 LEAA $760,068	Revenue Sharing $38,600 State Revenues $272,764 *$30,000* Federal Work Release $141,300	Varies by Contract from Oct. 31 1977 - June 30 1978	July 1- June 30	
Tacoma Indian Center Ex-Offender Program Tacoma	Sept. 1 1977 - April 31 1978	Non-profit	Tacoma Indian Center Board	6 5 1	x	less than 1 yr	*CETA, Title III $56,000* *Federal Revenues $4,800*	*Same*	Sept. 1 1977 - Sept. 30 1978		10%

TABLE I: PROGRAM CHARACTERISTICS

Agency	Time Period for which Data Collected	Type of Organization	Advisory Board or Council	Total # of Staff	Professional	Nonprofessional	Type of Staff Voluntary	Full-Time	Part-Time	Length of Program Existence	Sources of Funds for Data Period	Current Sources of Funds	Current Funding Period	Start/End Date Fiscal Year	% Administration Costs
Tacoma/Pierce County Ex-Offender Consortium Tacoma	Presently Inactive														
Tacoma Urban League Offender Assistance Program Tacoma	Oct. 1 1976 - Sept. 30 1977	Non-profit	OAP Advisory Council TUL Board of Directors	5	4	1		x		1-3 yrs.	CETA, Local Prime Sponsor $31,951 Revenue Sharing $36,000	*CETA, Local Prime Sponsor and Revenue Sharing Total $90,000*	Jan. 1 1978 - Dec. 31 1978		50%
Tacoma Work/Training Release Steilacoom		Public	No	12	10	2		x		more than 6 yrs.	Portion of State Work/Training Release Budget Resident Contributions		July 1 1978 - June 30 1979	July 1-June 30	
TASC Tacoma	Jan. 1 1977 - Dec. 31 1977	Non-profit	Mental Health Admin. Board	10	7	3		x		1-3 yrs.	LEAA $197,456	LEAA $307,508	Jan. 1 1978 - Nov. 1 1978	Calendar Year	39%
SNOHOMISH COUNTY															
Everett Work/Training Release Everett		Public	No	10	8	2		x		4-6 yrs.	Portion of State Work/Training Release Budget Resident Contributions		July 1 1978 - June 30 1979	July 1-June 30	

TABLE I: PROGRAM CHARACTERISTICS

Agency	Time Period for which Data Collected	Type of Organization	Advisory Board or Council	Total # of Staff	Professional	Nonprofessional	Type of Staff Voluntary	Full-Time	Part-Time	Length of Program Existence	Sources of Funds for Data Period	Current Sources of Funds	Current Funding Period	Start/End Date Fiscal Year	% Administration Costs
Pre-Prosecution Diversion, Snohomish County Everett		Public						x			State Revenues $100,000	Same	July 1 1978 - June 30 1979	July 1-June 30	
Snohomish County Work/Training Release Everett	Jan. 1 1977 - Dec. 31 1977	Public	Law & Justice Planning Committee	8	7	1		x		1-3 yrs.	LEAA $30,000 CETA, Local Prime Sponsor $62,600 State Revenues $1,667 Local Revenues $1,666 Resident Contributions $18,682	Same	Jan. 1 1978 - Dec. 31 1978	Calendar Year	25%
SPOKANE COUNTY															
Northwest Human Resources Ex-Offender Project Spokane	Jan. 1 1977 - Dec. 31 1977	Profit	No	6	5	1			x	less than 1 yr	DVR $1,000 CETA, Local Prime Sponsor $1,000	*State Revenues $1,452* *CETA, Local Prime Sponsor $3,600*	July 1 1977 - June 30 1978		10%

TABLE I: PROGRAM CHARACTERISTICS

Agency	Time Period for which Data Collected	Type of Organization	Advisory Board or Council	Total # of Staff	Professional	Nonprofessional	Type of Staff Voluntary	Full-Time	Part-Time	Length of Program Existence	Sources of Funds for Data Period	Current Sources of Funds	Current Funding Period	Start/End Date Fiscal Year	% Administration Costs
Northwest Human Resources Ex-Offender Project (Continued)											Contributions $2,000	DVR (Fee-for-Services)			
Spokane OIC Ex-Offender Project Spokane	Oct. 1 1977 - March 31 1978	Non-profit	Spokane City/ County Consortium	18	15	3		x		more than 6 yrs.	*State Revenues $48,000*	*Same*	Nov. 10 1977 - June 30 1979	Oct. 1- Sept 30	15%
Spokane Work/ Training Release Spokane	Jan. 1 1977 - Dec. 31 1977	Public	Spokane County Corrections Board	14	6	8		x		more than 6 yrs.	Portion of State Work/Training Release Budget Resident Contributions		July 1 1978 - June 30 1979	July 1- June 30	
WA Community College District #17-Work Release Spokane	Oct. 1 1977 - Sept. 30 1978	Public	Yes	2	2			x		1-3 yrs.	CETA, *Local Prime Sponsor $81,392*	*Same*	Oct. 1 1977 - Sept 30 1978	Oct. 1- Sept 30	10%
THURSTON COUNTY															
Friendship Olympia	Jan. 1 1977 - Dec. 31 1977	Non-profit	Thurston Regional Planning Council	2	2		x	x		1-3 yrs.	LEAA $11,792 CETA, Balance of State $10,668	*LEAA $285* *Revenue Sharing $5,000*	Jan. 1 1978 - Dec. 31 1978		0%*

*Administrative services performed by volunteer staff.

TABLE I: PROGRAM CHARACTERISTICS

Agency	Time Period for which Data Collected	Type of Organization	Advisory Board or Council	Total # of Staff Professional Nonprofessional	Type of Staff Voluntary Full-Time Part-Time	Length of Program Existence	Sources of Funds for Data Period	Current Sources of Funds	Current Funding Period	Start/End Date Fiscal Year	% Administration Costs
Friendship (Continued)							State Revenues $1,328 Local Revenues $4,428 Contributions $878 Private Foundation $2,500	*CETA, Balance of State $180* *State Revenues $13,700* *Local Revenues $2,500* *Contributions $1,000* *Private Foundation $!,000*			
Thurston County Work/Training Release Olympia	Jan. 1 1977 - Dec. 31 1977	Public	Work Release Advisory Board	5 5	x	1-3 yrs.	LEAA $38,888 Portion of State Work/Training Release Budget Resident Contributions	LEAA $16,500	Jan. 1 1978 - Dec. 31 1978	Calendar Year	100%

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TABLE I: PROGRAM CHARACTERISTICS

Agency	Time Period for which Data Collected	Type of Organization	Advisory Board or Council	Total # of Staff	Professional	Nonprofessional	Type of Staff Voluntary	Full-Time	Part-Time	Length of Program Existence	Sources of Funds for Data Period	Current Sources of Funds	Current Funding Period	Start/End Date Fiscal Year	% Administration Costs
WALLA WALLA COUNTY															
Trend Systems, Inc Pre-Release Project Walla Walla	March 1 1978 - July 30 1978	Profit	Resident Council WSP	2	2			x		1-3 yrs.	*State Revenues $20,000*	*Same*	Extended to Aug. 30 1978		
WHATCOM COUNTY															
Bellingham Work/Training Release Bellingham		Public	Community Work/Training Assoc. Advisory Board	10	8	2		x		1-3 yrs.	Portion of State Work/Training Release Budget Resident Contributions		July 1 1978 - June 30 1979	July 1-June 30	
YWCA Women's Community House Bellingham	June 1976 - May 1977	Non-profit	YWCA Board of Directors Women's Community House Advisory Board	10	10		x	x	x	less than 1 yr	LEAA $22,222 CETA, Balance of State $4,500 Private Foundation $2,350 Resident Contributions	LEAA $21,000 CETA, Balance of State $11,000 VISTA $3,400 Older Workers Program $1,840	June 1 1976 - May 30 1979	May 1-Apr. 31	85%

TABLE I: PROGRAM CHARACTERISTICS

Agency	Time Period for which Data Collected	Type of Organization	Advisory Board or Council	Total # of Staff	Professional	Nonprofessional	Type of Staff Voluntary	Full-Time	Part-Time	Length of Program Existence	Sources of Funds for Data Period	Current Sources of Funds	Current Funding Period	Start/End Date Fiscal Year	% Administration Costs
WHITMAN COUNTY															
Offender Services Whitman County Sheriff's Office Colfax	Nov. 1 1976 - Oct. 31 1977	Public	Law & Justice Planning Supervisory Board	1	1			x		1-3 yrs.	LEAA $23,400 State Revenues $1,300 Local Revenues $1,300	LEAA $18,000 State Revenues $1,000 Local Revenues $1,000	Nov. 1 1976 - Oct. 31 1978	Nov. 1- Oct. 31	18%
YAKIMA COUNTY															
Adult Probation and Parole Yakima	July 1 1977 - June 30 1978		No	1	1			x		4-6 yrs.	Portion of State Probation and Parole Budget		July 1 1978 - June 30 1979	July 1- June 30	N/A
Ahtanum View Inmate Work/Training Release Center Yakima	Jan. 1 1977 - Dec. 31 1977	Public	Yakima County Work Release Advisory Board	8	6	2		x		less than 1 yr	LEAA $64,000 Resident Contributions Portion of State Work/Training Release Budget	LEAA $64,000 (approx.) Resident Contributions $25,000 (approx.)			

TABLE I: PROGRAM CHARACTERISTICS

Agency	Time Period for which Data Collected	Type of Organization	Advisory Board or Council	Total # of Staff	Professional	Nonprofessional	Type of Staff Voluntary	Full-Time	Part-Time	Length of Program Existence	Sources of Funds for Data Period	Current Sources of Funds	Current Funding Period	Start/End Date Fiscal Year	% Administration Costs
Yakima/Kittitas Work/Training Release Program Yakima		Public	Yakima/Kittitas Board of Community Advisors	9	7	2		x		4-6 yrs.	Portion of State Work/Training Release Budget Resident Contributions		July 1 1978 - June 30 1979	July 1-June 30	
Yakima OIC Ex-Offender Project Yakima	Jan. 1 1978 - June 30 1978	Non-profit	No	17	12	5		x		more than 6 yrs.	*State Revenues $38,070*	*Same*	Jan. 1 1978 - Dec. 31 1978 Various Contract Ending Dates	Nov. 1-Oct. 30	12%

TABLE II: PLANNING AND COORDINATION CHARACTERISTICS

Agency	State Influence	Plng Required by State/Fed Regs	RELATIONSHIPS WITH OTHER AGENCIES PLANNING (P) OR OPERATIONAL (O)															Funding Sources for Planning
			Police	Prosecutor	Public Defender	Courts, Adult	Correctional Admin. Local	Correctional Admin. State	Probation Authority	Parole Authority	Juvenile Authority	Business Community	Unions	Professional Associations	Civic Groups	Churches	Volunteer Organization	
STATE AGENCY PROGRAMS																		
Employment Security																		
Corrections Clearinghouse	Semi	No*	O	P	O	P/O	O	O	P/O	P/O	P/O	P/O	P/O	P	P	P	P/O	
Dept. of Social & Health Svcs. (DSHS)																		
Adult Corrections Division																		
Institutional Industries	Yes	State						P/O										
Prison Education Program	Yes	State						P/O				P/O	P/O	O	O		O	
Work/Training Release Program, ACD	Yes	State	O					P/O	P/O	P/O								
Division of Vocational Rehabilitation																		

*For data period reporting, Corrections Clearinghouse was not involved in state budget process.

TABLE II: PLANNING AND COORDINATION CHARACTERISTICS

Agency	State Influence	Plng Required by State/Fed Regs	RELATIONSHIPS WITH OTHER AGENCIES PLANNING (P) OR OPERATIONAL (O)															Funding Sources for Planning
			Police	Prosecutor	Public Defender	Courts, Adult	Correctional Admin. Local	Correctional Admin. State	Probation Authority	Parole Authority	Juvenile Authority	Business Community	Unions	Professional Associations	Civic Groups	Churches	Volunteer Organization	
Rehabilitation Corrections Program	Semi	Federal/State						P/O	O	O								
CLALLAM COUNTY																		
Offender Services Port Angeles Work/Training Release Port Angeles	Semi		O	O	O	O		P	O	O		O		P		O	P/O	
CLARK COUNTY																		
Clark County Dept. of Corrections Vancouver	Semi		O	O	O	P/O	O	O	O	O		O	O				O	
Prevention-Rehabilitation Council of Clark County Vancouver	Semi		O	O	O	O	O	O	O	O	O	O	O			O	O	
Vancouver Work/Training Release Vancouver	Yes	State	O	O	O		P/O	O		O					P/O	O	O	
COWLITZ COUNTY																		

TABLE II: PLANNING AND COORDINATION CHARACTERISTICS

Agency	State Influence	Plng Required by State/Fed Regs	RELATIONSHIPS WITH OTHER AGENCIES PLANNING (P) OR OPERATIONAL (O)															Funding Sources for Planning
			Police	Prosecutor	Public Defender	Courts, Adult	Correctional Admin. Local	Correctional Admin. State	Probation Authority	Parole Authority	Juvenile Authority	Business Community	Unions	Professional Associations	Civic Groups	Churches	Volunteer Organization	
Longview Work/ Training Release Longview	Yes	State	P/O					P		P		P			P	P	P	
Offender Services Kelso	Semi	County	P/O	P/O	P/O	P/O			P			P/O	P/O				P/O	
FRANKLIN COUNTY																		
Tri-Cities Work/ Training Release Pasco	Yes		P	P/O			P/O	P/O		P/O		P	P	P	P	P	P	
KING COUNTY																		
Adult Probation and Parole Seattle	Yes				P	O	O	O	O	O		O	O		O			
ATTICA, Inc. Seattle	Semi														O			
Campion Tower Work/Training Release Seattle	Yes		O	O					O	O		O					O	
Cooperative Svcs. Consortium Seattle	No				O				P/O	P/O		O	O					

TABLE II: PLANNING AND COORDINATION CHARACTERISTICS

Agency	State Influence	Plng Required by State/Fed Regs	RELATIONSHIPS WITH OTHER AGENCIES PLANNING (P) OR OPERATIONAL (O)															Funding Sources for Planning
			Police	Prosecutor	Public Defender	Courts, Adult	Correctional Admin. Local	Correctional Admin. State	Probation Authority	Parole Authority	Juvenile Authority	Business Community	Unions	Professional Associations	Civic Groups	Churches	Volunteer Organization	
Criminal Justice Project (Dysfunctional Offender Project Seattle	No				O	O	O	O	O	O								
Job Therapy, Inc. Seattle*	Semi				O	O	O	O	O	O	P/O	O	O		O	O	O	
King County Work Release Seattle	No			O	O	O	O		O			O	O					
Operational Emergency Center Ex-Offender Program Seattle	Semi				P/O	P/O	P/O	P/O	P/O	P/O		O		P/O				
Pioneer House Bishop/Lewis Work/Training Release Seattle	Yes		O	P/O			P/O	P/O	P/O	P/O		P/O			P/O	P/O	P/O	
Pivot, Corp. Seattle	No	MDRC			O		P		O	O	O	O	O	P	P			

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*Job Therapy also has offices in Snohomish and Skagit Counties. These figures reflect their total operation.

TABLE II: PLANNING AND COORDINATION CHARACTERISTICS

Agency	State Influence	Plng Required by State/Fed Regs	RELATIONSHIPS WITH OTHER AGENCIES PLANNING (P) OR OPERATIONAL (O)															Funding Sources for Planning
			Police	Prosecutor	Public Defender	Courts, Adult	Correctional Admin. Local	Correctional Admin. State	Probation Authority	Parole Authority	Juvenile Authority	Business Community	Unions	Professional Associations	Civic Groups	Churches	Volunteer Organization	
Re-Entry Assistance Program Seattle	No			0	0	P/0		0	0	0	P/0	P/0	0	P/0	P/0	P/0	P/0	
Seattle/King County Public Defender Assoc. Seattle	Semi		0	0			0	0	0	0	0			P/0			0	
United Indians of All Tribes Foundation Seattle	Yes							0	0	0		0	0			0	0	
University of Washington Resident Release Program Seattle	Yes		0			0	0	0	0	0		0		0	0	0		
Women's Community Center Seattle	Yes		P/0	P/0	P/0	P/0	P/0	P/0	P/0	P/0		P/0	P/0	P/0	P/0	P/0	P/0	
KITSAP COUNTY																		
Consolidated Adult Corrections Silverdale	Semi			P/0	P/0	P/0	P/0		P/0			P/0		P/0				

TABLE II: PLANNING AND COORDINATION CHARACTERISTICS

Agency	State Influence	Plng Required by State/Fed Regs	RELATIONSHIPS WITH OTHER AGENCIES PLANNING (P) OR OPERATIONAL (O)															Funding Sources for Planning
			Police	Prosecutor	Public Defender	Courts, Adult	Correctional Admin. Local	Correctional Admin. State	Probation Authority	Parole Authority	Juvenile Authority	Business Community	Unions	Professional Associations	Civic Groups	Churches	Volunteer Organization	
Continued Progress Association Bremerton Work/ Training Release Bremerton	Semi			O	O	O	O	O	O	O	P	O	O					
OKANOGAN COUNTY																		
Colville Reservation Release Project Nespelem	Semi		P/O	P/O	P/O	P/O		P/O	P/O	P/O		P/O		O	O	O	O	
PIERCE COUNTY																		
Comprehensive Mental Health Center Tacoma	No		O	O	O	O	O	O	O	O				O		O		
Project EL CID Tacoma	No		O	O		O											O	
Progress House Association Ex-Offender Program Tacoma	Semi						O	O	O	O		O				O		

TABLE II: PLANNING AND COORDINATION CHARACTERISTICS

Agency	State Influence	Plng Required by State/Fed Pegs	RELATIONSHIPS WITH OTHER AGENCIES PLANNING (P) OR OPERATIONAL (O)															Funding Sources for Planning
			Police	Prosecutor	Public Defender	Courts, Adult	Correctional Admin. Local	Correctional Admin. State	Probation Authority	Parole Authority	Juvenile Authority	Business Community	Unions	Professional Associations	Civic Groups	Churches	Volunteer Organization	
Tacoma Indian Center Ex-Offender Program Tacoma	No		O	O	O	O	P/O	P/O	O	O	P/O	P/O	P/O	P/O	P/O	P/O	P/O	
Tacoma/Pierce County Ex-Offender Consortium Tacoma	Presently Inactive																	
Tacoma Urban League Offender Assistance Program Tacoma	No	Yes				P/O	P/O		P/O	P/O		P/O			P/O			
Tacoma Work/Training Release Steilacoom	Yes		P/O	O	O	O		P/O		P/O		P/O	O	O	O	P/O	P/O	
TASC Tacoma	Semi		P/O	P/O	P/O	P/O	P/O	P/O	P/O		P/O				P			
SNOHOMISH COUNTY																		
Everett Work/Training Release Everett	Yes		O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	

TABLE II: PLANNING AND COORDINATION CHARACTERISTICS

Agency	State Influence	Plng Required by State/Fed Regs	RELATIONSHIPS WITH OTHER AGENCIES PLANNING (P) OR OPERATIONAL (O)															Funding Sources for Planning
			Police	Prosecutor	Public Defender	Courts, Adult	Correctional Admin. Local	Correctional Admin. State	Probation Authority	Parole Authority	Juvenile Authority	Business Community	Unions	Professional Associations	Civic Groups	Churches	Volunteer Organization	
Pre-Prosecution Diversion, Snohomish County Everett	No			P/O														
Snohomish County Work/Training Release Everett	No		P/O	P/O	P/O	P/O	P/O		P/O	P/O	P	O				O	P/O	
SPOKANE COUNTY																		
Northwest Human Resources Ex-Offender Project Spokane	Semi						O		O			O			O		O	
Spokane OIC Ex-Offender Project Spokane	Yes			P	P		P/O	P/O	P/O	P/O	P	O	O	P/O				
Spokane Work/Training Release Spokane	Yes		P/O	P/O	P/O	P/O	P/O	P/O	P/O	P/O	P/O	O	O	O	O	O	O	

TABLE II: PLANNING AND COORDINATION CHARACTERISTICS

Agency	State Influence	Plng Required by State/Fed Regs	RELATIONSHIPS WITH OTHER AGENCIES PLANNING (P) OR OPERATIONAL (O)															Funding Sources for Planning
			Police	Prosecutor	Public Defender	Courts, Adult	Correctional Admin. Local	Correctional Admin. State	Probation Authority	Parole Authority	Juvenile Authority	Business Community	Unions	Professional Associations	Civic Groups	Churches	Volunteer Organization	
WA Community College District #17-Work Release Program Spokane	No				O	O	O	O	O	O		O						
THURSTON COUNTY																		
Friendship Olympia	Semi		P/O	P/O	O	O	P/O	P/O	O	O		P/O	O	O	O	P/O	O	
Thurston County Work/Training Release Olympia	Semi		P/O	P/O	O	O	O	O	O	O		O		O	O	O	O	
WALLA WALLA COUNTY																		
Trend Systems, Inc. Pre-Release Project Walla Walla	Yes						P/O	P/O	O	O	O	O		O	O		O	
WHATCOM COUNTY																		
Bellingham Work/Training Release Bellingham	Yes		P/O	P/O			P/O	P/O	P/O	P/O	O	O	O	O	O	O	O	

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TABLE II: PLANNING AND COORDINATION CHARACTERISTICS

Agency	State Influence	Plng Required by State/Fed Regs	RELATIONSHIPS WITH OTHER AGENCIES PLANNING (P) OR OPERATIONAL (O)															Funding Sources for Planning
			Police	Prosecutor	Public Defender	Courts, Adult	Correctional Admin. Local	Correctional Admin. State	Probation Authority	Parole Authority	Juvenile Authority	Business Community	Unions	Professional Associations	Civic Groups	Churches	Volunteer Organization	
YWCA Women's Community House Bellingham	Semi		O	O	O	O	O		O	O		O		O	O	O	O	
WHITMAN COUNTY																		
Offender Services Whitman County Sheriff's Office Colfax	Semi		O	O		P/O			O		O	O		P/O	O	O	O	
YAKIMA COUNTY																		
Adult Probation & Parole Yakima	Yes					O	O	O	O	O		O	O	O				
Ahtanum View Inmate Work/ Training Release Center Yakima	Yes		P/O	P/O	P		P/O	P/O	P/O	P/O		P/O			P	P	P	
Yakima/Kittitas Work/Training Release Program Yakima	Yes		P/O	P/O	P/O	P/O	P/O	P/O	O	O	O	P/O	O	O	P/O	O	O	

TABLE II: PLANNING AND COORDINATION CHARACTERISTICS

Agency	State Influence	Plng Required by State/Fed Regs	RELATIONSHIPS WITH OTHER AGENCIES PLANNING (P) OR OPERATIONAL (O)															Funding Sources for Planning
			Police	Prosecutor	Public Defender	Courts, Adult	Correctional Admin. Local	Correctional Admin. State	Probation Authority	Parole Authority	Juvenile Authority	Business Community	Unions	Professional Associations	Civic Groups	Churches	Volunteer Organization	
Yakima OIC Ex-Offender Project Yakima	Yes			O	O				P/O			O	P/O	P/O	P/O	P/O	P/O	

TABLE III: SERVICES AND COSTS CHARACTERISTICS

Agency	EDUCATIONAL SERVICES DIRECT (D) OR REFFERAL (R)															SUPPORTIVE SERVICES DIRECT (D) OR REFFERAL (R)									Total Cost Per Client	Cost Per Job Placement	Cost Per Client Completing Trng
	Motivational Training	Aptitude Testing	Employment Counseling	Career Counseling	Vocational Testing	GED	ABE	Skill Training	OJT	Apprentice-ship	Work Experience	Supported Work	Job Development	Job Placement	Follow-Up	Health Care	Child Care	Psychological Counseling	Housing	Transporta-tion	Legal Services	Stipends	Equipment	Emergency Care			
STATE AGENCY PROGRAMS																											
Employment Security																											
Corrections Clearing-house	D	R	D/R	D	R	R	D	D/R	R	R	R		D/R	D/R	D	D/R	R	D/R	R	D	R	D/R	D/R	D/R	1789	3813	3226
Dept. of Social & Health Svcs. (DSHS)																											
Adult Correc-tions Division																											
Institutional Industries									D																0.00		
Prison Education Program	D	D	D	D	D	D	D	D		D/R			R	R											1816 Per FTE*		
Work/Training Release Program, ACD	Varies by Program - See Individual Program Listings																								3564 State Average	N/A	N/A

*An annual FTE is equivalent to 45-credit hours.

TABLE III: SERVICES AND COSTS CHARACTERISTICS

Agency	EDUCATIONAL SERVICES DIRECT (D) OR REFFERAL (R)															SUPPORTIVE SERVICES DIRECT (D) OR REFFERAL (R)									Total Cost Per Client	Cost Per Job Placement	Cost Per Client Completing Trng
	Motivational Training	Aptitude Testing	Employment Counseling	Career Counseling	Vocational Testing	GED	ABE	Skill Training	OJT	Apprenticeship	Work Experience	Supported Work	Job Development	Job Placement	Follow-Up	Health Care	Child Care	Psychological Counseling	Housing	Transportation	Legal Services	Stipends	Equipment	Emergency Care			
Division of Vocational Rehabilitation																											
Rehabilitation Corrections Program		D	D	D	D	R	R	R	R				D/R	D/R	D	D	R	D	R	D	R	D	D	D	266		
CLALLAM COUNTY																											
Offender Svcs. Pt. Angeles Work/Training Release Pt. Angeles			D/R	R		R	R		R		R	R	R	R	R			R			R	R	R		3564 State Average	N/A	N/A
CLARK COUNTY																											
Clark County Dept. of Corrections Vancouver	D	D	D	D	D	R	R	R	R		R		D	D	D/R		R	R	R	R	R		R		Varies by Program	170	

TABLE III: SERVICES AND COSTS CHARACTERISTICS

Agency	EDUCATIONAL SERVICES DIRECT (D) OR REFFERAL (R)															SUPPORTIVE SERVICES DIRECT (D) OR REFFERAL (R)									Total Cost Per Client	Cost Per Job Placement	Cost Per Client Completing Trng
	Motivational Training	Aptitude Testing	Employment Counseling	Career Counseling	Vocational Testing	GED	ABE	Skill Training	OJT	Apprenticeship	Work Experience	Supported Work	Job Development	Job Placement	Follow-Up	Health Care	Child Care	Psychological Counseling	Housing	Transportation	Legal Services	Stipends	Equipment	Emergency Care			
Prevention-Rehabilitation Council of Clark County Vancouver	R	D	R	R	R	D	R	R	R	R	D	R	D	D	D	R	R	R	R	D	R	R	R	R	Varies by Program		
Vancouver Work/Training Release Vancouver	D/R	R	D/R	R	R	R	R		R		R		D/R	D/R	D/R	R		D/R	D		R			R	3564 State Average	N/A	N/A
COWLITZ COUNTY																											
Longview Work/Training Release Longview	D	R	D	D	R	R	R		R	R	R		D	D		R	R	D	D	D	R	D	D	R		N/A	N/A
Offender Services Kelso	R	R	D/R	D/R	R	R	R	R	R	R	R	R	R	R		R	R	D/R	D/R	D/R	R	R		R		N/A	N/A
FRANKLIN COUNTY																											
Tri-Cities Work/Training Release Pasco	D/R	R	D/R	D/R	R	R	R	R	R	R	R	R	D	D/R	D	D/R		R	D				R	D/R	3564 State Average	N/A	N/A

TABLE III: SERVICES AND COSTS CHARACTERISTICS

Agency	EDUCATIONAL SERVICES DIRECT (D) OR REFFERAL (R)															SUPPORTIVE SERVICES DIRECT (D) OR REFFERAL (R)									Total Cost Per Client	Cost Per Job Placement	Cost Per Client Completing Trng
	Motivational Training	Aptitude Testing	Employment Counseling	Career Counseling	Vocational Testing	GED	ABE	Skill Training	OJT	Apprentice-ship	Work Experience	Supported Work	Job Development	Job Placement	Follow-Up	Health Care	Child Care	Psychological Counseling	Housing	Transporta-tion	Legal Services	Stipends	Equipment	Emergency Care			
KING COUNTY																											
Adult Probation and Parole Seattle	R	R	D	D	R	R	R	R	R	R	R	R	D	D	D	R	R	R	R	R	R	R	R	R			
ATTICA, Inc. Seattle			D										D/R							D	D				350		
Campion Tower Work/Training Release Seattle	D	R	D/R	D/R	R	R	R	R	R	R	R	R	D/R	D/R	D/R	R	R	R	D	D	R	R	R	R	3564 State Average	N/A	N/A
Cooperative Services Consortium Seattle													R	R	D/R										N/A	N/A	N/A
Criminal Justice Project (Dysfunctional Offender Project) Seattle			R	R	R	R	R	R	R				R	R	D	R	R	R	R	R	R						
Job Therapy, Inc. Seattle*	D	D	D	D/R	R	R	R	R	D	R	R	R	D	D	D	R	R	R	R	D/R	R	R	D/R	R	195	310	1070

*Job Therapy also has offices in Snohomish and Skagit Counties. These figures reflect their total operation.

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TABLE III: SERVICES AND COSTS CHARACTERISTICS

Agency	EDUCATIONAL SERVICES DIRECT (D) OR REFFERAL (R)															SUPPORTIVE SERVICES DIRECT (D) OR REFFERAL (R)									Total Cost Per Client	Cost Per Job Placement	Cost Per Client Completing Trng
	Motivational Training	Aptitude Testing	Employment Counseling	Career Counseling	Vocational Testing	GED	ABE	Skill Training	OJT	Apprentice-ship	Work Experience	Supported Work	Job Development	Job Placement	Follow-Up	Health Care	Child Care	Psychological Counseling	Housing	Transporta-tion	Legal Services	Stipends	Equipment	Emergency Care			
King County Work Release Seattle	D/R	R	D/R	R	R	R	R		R	R	R		R	D/R		D/R		D/R	D	R	R	R	R	D/R	22 Per Day	N/A	N/A
Operational Emergency Center Ex-Offender Program Seattle		R	D	R		R	R	R	R	R	D		D	D	D	R	R	R	D/R	D/R	R	R	D/R	D/R		590 Set Fee	
Pioneer House Bishop Lewis Work/Training Release Seattle	R	R	R	R	R	R	R	R	R	D/R	D/R	D/R	D/R	D/R	D/R	R		D/R	R	R	R	R	D/R	R	3562 State Average	N/A	N/A
Pivot, Corp. Seattle	D	R	D	D		R	R	D	D	R	D	D	R	R		R		R	R	R	R		D	R	3639		N/A
Re-Entry Assistance Program Seattle	D	R	D	D	R	R	R	R	D	R	D	D	D	D	D	R	R	D	R	R	R	R	D	R	230		140
Seattle/King County Public Defender Assoc. Seattle	R	R	R	R	R	R	R	R	R	R	R	R	R	D/R	R	R	R	R	R	R	R	R	R	R	168	N/A	N/A

TABLE III: SERVICES AND COSTS CHARACTERISTICS

Agency	EDUCATIONAL SERVICES DIRECT (D) OR REFFERAL (R)															SUPPORTIVE SERVICES DIRECT (D) OR REFFERAL (R)									Total Cost Per Client	Cost Per Job Placement	Cost Per Client Completing Trng
	Motivational Training	Aptitude Testing	Employment Counseling	Career Counseling	Vocational Testing	GED	ABE	Skill Training	OJT	Apprentice-ship	Work Experience	Supported Work	Job Development	Job Placement	Follow-Up	Health Care	Child Care	Psychological Counseling	Housing	Transporta-tion	Legal Services	Stipends	Equipment	Emergency Care			
United Indians of All Tribes Foundation Seattle	D	D	D	D	D	D	D		D	D	D	D	D	D	D							D				618 Set Fee	
University of Washington Resident Release Project Seattle		R		D							R					R		D/R	D		R			R	3564 State Average	N/A	N/A
Women's Community Center Seattle	D/R	R	D/R	D/R	R	R	R	R	R	R	R	R	D/R	D/R	D	R	R	D/R	R	R	R	R	D/R	R	24 Per Day		
KITSAP COUNTY																											
Consolidated Adult Corrections Silverdale	R	R	R	R	R	R	R	R	R					R	D	R		R			R				1086	200	
Continued Progress Assoc. Bremerton Work/Training Release Bremerton	D	R	D/R	R	R	R	R		R	R	R	R	D/R	D/R	D	R	R	R	D/R	D	R	R	R	D/R	3564 State Average	N/A	N/A

TABLE III: SERVICES AND COSTS CHARACTERISTICS

Agency	EDUCATIONAL SERVICES DIRECT (D) OR REFFERAL (R)															SUPPORTIVE SERVICES DIRECT (D) OR REFFERAL (R)									Total Cost Per Client	Cost Per Job Placement	Cost Per Client Completing Trng
	Motivational Training	Aptitude Testing	Employment Counseling	Career Counseling	Vocational Testing	GED	ABE	Skill Training	OJT	Apprentice-ship	Work Experience	Supported Work	Job Development	Job Placement	Follow-Up	Health Care	Child Care	Psychological Counseling	Housing	Transporta-tion	Legal Services	Stipends	Equipment	Emergency Care			
OKANOGAN COUNTY																											
Colville Res-ervation Release Project Nespelem		R	D/R	D/R	R	R	R	R	R	R			D/R	D/R	D	R		R	D	D	R			D/R	1142		
PIERCE COUNTY																											
Comprehensive Mental Health Center Tacoma																R	R	D			R			R	543		
Project EL CID Tacoma	R	R	D/R	D/R	R	R	R	R	R	R	R	R	D	D	D	R	R	D	R	D	R	D	D	R	423		
Progress House Association Ex-Offender Program Tacoma	D		D	D							D		D	D	D	R	R		D	D	R	R	R			300 Set Fee	

TABLE III: SERVICES AND COSTS CHARACTERISTICS

Agency	EDUCATIONAL SERVICES DIRECT (D) OR REFFERAL (R)															SUPPORTIVE SERVICES DIRECT (D) OR REFFERAL (R)									Total Cost Per Client	Cost Per Job Placement	Cost Per Client Completing Trng
	Motivational Training	Aptitude Testing	Employment Counseling	Career Counseling	Vocational Testing	GED	ABE	Skill Training	OJT	Apprenticeship	Work Experience	Supported Work	Job Development	Job Placement	Follow-Up	Health Care	Child Care	Psychological Counseling	Housing	Transportation	Legal Services	Stipends	Equipment	Emergency Care			
Tacoma Indian Center Ex-Offender Program Tacoma	D/R	R	D/R	R	R	R	R	R	D/R	R	D/R	R	D/R	D/R	D/R	R	R	R	R	D/R	R	D/R	R	R			
Tacoma/Pierce County Ex-Offender Consortium Tacoma	Presently Inactive																										
Tacoma Urban League Offender Assistance Program Tacoma	D	R	D	R	R	R	R	R	D	R	R		D	D	D	D/R		D		D	R	D	D		453*	1095*	1366
Tacoma Work/Training Release Steilacoom	D/R	R	D/R	D/R	R	R	R	R	R	R	R	R	D/R	D/R	D/R	R	R	R	R	D/R	R	D/R	D/R		3564 State Average	N/A	N/A
TASC Tacoma			D/R	D/R	R	R	R						D/R	D/R	D	R	R	R	R					R	966	1006	

*Does not reflect on-the-job training or work experience.

TABLE III: SERVICES AND COSTS CHARACTERISTICS

Agency	EDUCATIONAL SERVICES DIRECT (D) OR REFFERAL (R)															SUPPORTIVE SERVICES DIRECT (D) OR REFFERAL (R)									Total Cost Per Client	Cost Per Job Placement	Cost Per Client Completing Trng
	Motivational Training	Aptitude Testing	Employment Counseling	Career Counseling	Vocational Testing	GED	ABE	Skill Training	OJT	Apprentice-ship	Work Experience	Supported Work	Job Development	Job Placement	Follow-Up	Health Care	Child Care	Psychological Counseling	Housing	Transporta-tion	Legal Services	Stipends	Equipment	Emergency Care			
SNOHOMISH COUNTY																											
Everett Work/ Training Release Everett	D/R	R	D/R	D/R	R	R	R	R	D/R	D/R	D/R	R	D/R	D/R	D/R	D/R		D/R	D	D/R	D/R	D/R	D/R	D/R	3564 State Average	N/A	N/A
Pre-Prosecution Diversion, Snohomish County Everett	D	R	R	R	R	R	R	R	R	R	R	R	R	R	D	R	R	R	R	R	R	R	R	R			
Snohomish County Work/ Training Release Everett		R	D/R	D/R	R	D/R	R		R	R			D/R	D/R	D/R	R		D/R	R	D/R	R	R	R	R	1475		
SPOKANE COUNTY																											
Northwest Human Resources Ex-Offender Project Spokane	D	D	D	D	R	R	R	R	R		R	R	D	D	D	R	R	R	R	R	D/R	R	R	R		121 Set Fee	

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TABLE III: SERVICES AND COSTS CHARACTERISTICS

Agency	EDUCATIONAL SERVICES DIRECT (D) OR REFFERAL (R)															SUPPORTIVE SERVICES DIRECT (D) OR REFFERAL (R)									Total Cost Per Client	Cost Per Job Placement	Cost Per Client Completing Trng
	Motivational Training	Aptitude Testing	Employment Counseling	Career Counseling	Vocational Testing	GED	ABE	Skill Training	OJT	Apprentice-ship	Work Experience	Supported Work	Job Development	Job Placement	Follow-Up	Health Care	Child Care	Psychological Counseling	Housing	Transporta-tion	Legal Services	Stipends	Equipment	Emergency Care			
Spokane OIC Ex-Offender Project Spokane	D	D	D	D	D	D	R	D	D	R	R	D	D	D	D	D	D	R	D	D	R	D	D	D		480 Set Fee	
Spokane Work/ Training Release Spokane	R	R	D	R	R	R	R	R	R	R	R	R	D/R	D/R	D/R	D/R		R	D		R				3564 State Average	N/A	N/A
WA Community College District #17 Work Release Program Spokane	D		D	D	D	D	D	D	D		R		D	D	D					D			D		347	744	
THURSTON COUNTY																											
Friendship Olympia		R	D	D	R	R		R	D/R		D/R		D	D	D										289	408	
Thurston County Work/ Training Release Olympia	D/R	R	D/R	D/R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	D/R	R	R	R	R	D/R	10 Per Day		

TABLE III: SERVICES AND COSTS CHARACTERISTICS

Agency	EDUCATIONAL SERVICES DIRECT (D) OR REFFERAL (R)															SUPPORTIVE SERVICES DIRECT (D) OR REFFERAL (R)									Total Cost Per Client	Cost Per Job Placement	Cost Per Client Completing Trng
	Motivational Training	Aptitude Testing	Employment Counseling	Career Counseling	Vocational Testing	GED	ABE	Skill Training	OJT	Apprentice-ship	Work Experience	Supported Work	Job Development	Job Placement	Follow-Up	Health Care	Child Care	Psychological Counseling	Housing	Transporta-tion	Legal Services	Stipends	Equipment	Emergency Care			
WALLA WALLA COUNTY																											
Trend Systems, Inc. Pre-Release Project Walla Walla	D	D	D	D	D								D	D	D			D		D						250 Set Fee	
WHATCOM COUNTY																											
Bellingham Work/Training Release Bellingham	D/R	R	D/R	D/R	R	R	D/R	R	D/R	R	D/R	R	D/R	R	D/R	R	R	R	D	D	R	R	R	D/R	3564 State Average	N/A	N/A
YWCA Women's Community House Bellingham	D	R	D/R	D/R	R	R		R	R	R	R	R	R	D/R	D/R	R	R	R	D/R	R	D/R	R	R	R	800		
WHITMAN COUNTY																											
Offender Svcs. Whitman County Sheriff's Department Colfax		D/R	D/R	D/R	D/R	D/R		R	R	R	R	R	D/R	D/R	D/R	R		D/R		R	R			R	448	928	

TABLE III: SERVICES AND COSTS CHARACTERISTICS

Agency	EDUCATIONAL SERVICES DIRECT (D) OR REFFERAL (R)															SUPPORTIVE SERVICES DIRECT (D) OR REFFERAL (R)									Total Cost Per Client	Cost Per Job Placement	Cost Per Client Completing Trng
	Motivational Training	Aptitude Testing	Employment Counseling	Career Counseling	Vocational Testing	GED	ABE	Skill Training	OJT	Apprentice-ship	Work Experience	Supported Work	Job Development	Job Placement	Follow-Up	Health Care	Child Care	Psychological Counseling	Housing	Transporta-tion	Legal Services	Stipends	Equipment	Emergency Care			
YAKIMA COUNTY																											
Adult Probation & Parole Yakima	R	R	D/R	D/R	R	R	R	R	D/R	R	R		D/R	D/R	D/R			R									
Ahtanum View Work/Training Release Center Yakima	D	R	D	D	R				R	R	R		D/R	D/R											3564 State Average	N/A	N/A
Yakima/Kittitas Work/Training Release Program Yakima		R	D		R	R	R	R	R	R	D			D	D			R	D	D				R	3564 State Average	N/A	N/A
Yakima OIC Ex-Offender Project Yakima	D	D	D	D	D	D	D	D					D	D	D	R		R	D/R		R	R		R		846 Set Fee	

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TABLE IV: TARGET POPULATION AND PROGRAM PERFORMANCE

Agency	TARGET POPULATION												Average Length of Client Contact	Length of Follow-Up	Client Completion Rate	% Entered Unsubsidized Employment	Average Hourly Wage	Recidivism Rate*
	Prearrest (prevention)	Arrest	Pretrial Detention	Pretrial Release	Sentence, Juvenile Inst	Sentence, Local Inst.	Sentence, State Inst.	Sentence, Federal Inst	Probation	Parole	Work/Training Release	Unconditional Release						
STATE AGENCY PROGRAMS																		
Employment Security																		
Corrections Clearinghouse		x	x	x	x	x	x	x	x	x	x		7-12 Mos.	1 Year	38%	57%	Over $3 - $4	7%
Dept. of Social & Health Svcs. (DSHS)																		
Adult Corrections Division																		
Institutional Industries							x							N/A	N/A			N/A
Prison Education Program							x							No Follow-Up After Release		Data Not Collected		
Work/Training Release Program, ACD											x		4½ Mos.		70%			30%
Division of Vocational Rehabilitation																		

*Due to possible inconsistant follow-up and accounting methods, the redicivism rates reported by each program are not comparable.

TABLE IV: TARGET POPULATION AND PROGRAM PERFORMANCE

Agency	TARGET POPULATION												Average Length of Client Contact	Length of Follow-Up	Client Completion Rate	% Entered Unsubsidized Employment	Average Hourly Wage	Recidivism Rate
	Prearrest (prevention)	Arrest	Pretrial Detention	Pretrial Release	Sentence, Juvenile Inst	Sentence, Local Inst.	Sentence, State Inst.	Sentence, Federal Inst	Probation	Parole	Work/Training Release	Unconditional Release						
Rehabilitation Corrections Program							x			x	x	x	1-3 Mos.	60 Days	40%			
CLALLAM COUNTY																		
Offender Services Port Angeles Work/Training Release Port Angeles				x		x			x		x		7-12 Mos.	1 Year	90%	80%	$2.50 - $11	5-7%
CLARK COUNTY																		
Clark County Dept. of Corrections Vancouver			x	x		x	x	x	x	x	x	x	1-6 Mos.	90 Days	N/A	50%	Over $3 - $4	6%
Prevention-Rehabilitation Council of Clark County Vancouver				x							x		7-12 Mos.	6 Mos.		95%	Over $3 - $4	20%
Vancouver Work/Training Release Vancouver											x		1-6 Mos.	Over 1 Year	70%	88%	Over $3 - $4	30%
COWLITZ COUNTY																		

TABLE IV: TARGET POPULATION AND PROGRAM PERFORMANCE

Agency	TARGET POPULATION												Average Length of Client Contact	Length of Follow-Up	Client Completion Rate	% Entered Unsubsidized Employment	Average Hourly Wage	Recidivism Rate
	Prearrest (prevention)	Arrest	Pretrial Detention	Pretrial Release	Sentence, Juvenile Inst	Sentence, Local Inst.	Sentence, State Inst.	Sentence, Federal Inst	Probation	Parole	Work/Training Release	Unconditional Release						
Longview Work/ Training Release Longview							x				x		1-6 Mos.		70%	75%	Over $3 - $4	30%
Offender Services Kelso			x	x		x			x	x			1-6 Mos.				Over $3 - $4	
FRANKLIN COUNTY																		
Tri-Cities Work/ Training Release Pasco							x				x		1-6 Mos.	6 Mos.- 1 Year	67%	70%	Over $3 - $4	30%
KING COUNTY																		
Adult Probation and Parole Seattle		x				x	x		x	x	x		7-12 Mos.	1 Year	46%	25%	Over $3 - $4	
ATTICA, Inc. Seattle										x	x		1-6 Mos.	30 Days	N/A			
Campion Tower Work/Training Release Seattle											x		1-6 Mos.	Over 1 Year			Over $3 - $4	
Cooperative Svcs. Consortium Seattle									x	x				90 Days- 1 Year				

TABLE IV: TARGET POPULATION AND PROGRAM PERFORMANCE

Agency	TARGET POPULATION												Average Length of Client Contact	Length of Follow-Up	Client Completion Rate	% Entered Unsubsidized Employment	Average Hourly Wage	Recidivism Rate
	Prearrest (prevention)	Arrest	Pretrial Detention	Pretrial Release	Sentence, Juvenile Inst	Sentence, Local Inst.	Sentence, State Inst.	Sentence, Federal Inst	Probation	Parole	Work/Training Release	Unconditional Release						
Criminal Justice Project (Dysfunctional Offender Project) Seattle	x	x							x	x			1-6 Mos.	30 Days	60%			25%
Job Therapy, Inc. Seattle*	x	x		x	x	x	x		x	x	x	x	Less than 1 Mo.	Varies by Contract 90 Days, 1 Year	60%	63%	Over $3 - $4	3%
King County Work Release Seattle						x					x		1-6 Mos.		70%	90%	Over $3 - $4	
Operational Emergency Center Ex-Offender Program Seattle			x	x		x	x	x	x	x	x	x	1-6 Mos.	90 Days	85%	85%	Over $4 - $5	2%
Pioneer House Bishop Lewis Work/Training Release Seattle											x		1-6 Mos.	Over 1 Year	82%	80%	Over $3 - $4	18%
Pivot, Corp. Seattle									x	x	x	x	1-6 Mos.		28%	25%	Over $3 - $4	11%

*Job Therapy also has offices in Snohomish and Skagit Counties. These figures reflect their total operation.

TABLE IV: TARGET POPULATION AND PROGRAM PERFORMANCE

Agency	TARGET POPULATION												Average Length of Client Contact	Length of Follow-Up	Client Completion Rate	% Entered Unsubsidized Employment	Average Hourly Wage	Recidivism Rate
	Prearrest (prevention)	Arrest	Pretrial Detention	Pretrial Release	Sentence, Juvenile Inst	Sentence, Local Inst.	Sentence, State Inst.	Sentence, Federal Inst	Probation	Parole	Work/Training Release	Unconditional Release						
Re-Entry Assistance Program Seattle	x	x	x	x	x	x	x	x	x	x	x	x	7-12 Mos.	90 Days		46%	Over $3 - $4	
Seattle/King County Public Defender Assoc. Seattle	x	x	x	x	x	x	x	x	x	x	x	x	1-6 Mos.		N/A	N/A	N/A	
United Indians of All Tribes Foundation Seattle									x	x	x	x		90 Days	13%*	14%		
University of Washington Resident Release Program Seattle									x		x		1-6 Mos.	Over 1 Year	62%	N/A	N/A	18%
Women's Community Center Seattle							x	x	x	x			1-6 Mos.	Over 1 Year	57%	72%	Over $3 - $4	5%
KITSAP COUNTY																		
Consolidated Adult Corrections Silverdale					x	x	x	x	x	x	x	x	More than 12 Mos.	Over 1 Year				5%

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*As of July 13, 1978.

TABLE IV: TARGET POPULATION AND PROGRAM PERFORMANCE

Agency	TARGET POPULATION												Average Length of Client Contact	Length of Follow-Up	Client Completion Rate	% Entered Unsubsidized Employment	Average Hourly Wage	Recidivism Rate
	Prearrest (prevention)	Arrest	Pretrial Detention	Pretrial Release	Sentence, Juvenile Inst	Sentence, Local Inst.	Sentence, State Inst.	Sentence, Federal Inst	Probation	Parole	Work/Training Release	Unconditional Release						
Continued Progress Association Bremerton Work/Training Release Bremerton		x	x	x		x	x	x	x	x	x	x	1-6 Mos.	6 Mos.	56%	95%	Minimum-$3	13%
OKANOGAN COUNTY																		
Colville Reservation Release Project Nespelem	x	x	x			x					x		1-6 Mos.	Over 1 Year	93%	54%	Over $3 - $4	22%
PIERCE COUNTY																		
Comprehensive Mental Health Center Tacoma		x	x	x					x	x	x		7-12 Mos.	30 Days	75%	50-60%	No Data	30%
Project EL CID Tacoma				x									6 Mos. Misdemeanants 1-2 Yrs. Felonies	6 Mos.-Over 1 Year	87%	30%	Over $3 - $4	9%
Progress House Association Ex-Offender Program Tacoma									x	x	x	x	1-6 Mos.	90 Days		40%	Over $3 - $4	1%

TABLE IV: TARGET POPULATION AND PROGRAM PERFORMANCE

Agency	TARGET POPULATION												Average Length of Client Contact	Length of Follow-Up	Client Completion Rate	% Entered Unsubsidized Employment	Average Hourly Wage	Recidivism Rate
	Prearrest (prevention)	Arrest	Pretrial Detention	Pretrial Release	Sentence, Juvenile Inst	Sentence, Local Inst.	Sentence, State Inst.	Sentence, Federal Inst	Probation	Parole	Work/Training Release	Unconditional Release						
Tacoma Indian Center Ex-Offender Program Tacoma	x	x	x	x	x	x		x	x	x	x	x	Over 12 Mos.	6 Mos.	No Data	80%	Over $3 - $4	20%
Tacoma/Pierce County Ex-Offender Consortium Tacoma	Presently Inactive																	
Tacoma Urban League Offender Assistance Program Tacoma									x*	x	x	x	7-12 Mos.	90 Days	86%	45%	Over $3 - $4	
Tacoma Work/ Training Release Steilacoom							x				x		1-6 Mos.	Over 1 Year	71%	95%	Over $3 - $4	
TASC Tacoma	x	x	x	x	x	x	x		x	x	x							
SNOHOMISH COUNTY																		
Everett Work/ Training Release Everett											x		1-6 Mos.	Over 1 Year	84%		Over $3 - $4	15%

*Also provide some presentence assistance.

TABLE IV: TARGET POPULATION AND PROGRAM PERFORMANCE

Agency	TARGET POPULATION												Average Length of Client Contact	Length of Follow-Up	Client Completion Rate	% Entered Unsubsidized Employment	Average Hourly Wage	Recidivism Rate
	Prearrest (prevention)	Arrest	Pretrial Detention	Pretrial Release	Sentence, Juvenile Inst	Sentence, Local Inst.	Sentence, State Inst.	Sentence, Federal Inst	Probation	Parole	Work/Training Release	Unconditional Release						
Pre-Prosecution Diversion, Snohomish County Everett				x											93%		N/A	7%
Snohomish County Work/Training Release Everett						x							1-6 Mos.	1 Year	64%	25%	Over $3 - $4	5%
SPOKANE COUNTY																		
Northwest Human Resources Ex-Offender Project Spokane									x	x	x		Less than 1 Mo.	90 Days	29%	25%	Minimum - $3	
Spokane OIC Ex-Offender Project Spokane	x	x		x		x	x		x	x		x	Less than 1 Mo.	90 Days	9%*	47%*	Over $3 - $4	
Spokane Work/ Training Release Spokane		x	x	x		x	x	x	x	x	x		1-6 Mos.	Over 1 Year	86%	88%	Minimum - $3	

*As of July 13, 1978.

TABLE IV: TARGET POPULATION AND PROGRAM PERFORMANCE

Agency	TARGET POPULATION												Average Length of Client Contact	Length of Follow-Up	Client Completion Rate	% Entered Unsubsidized Employment	Average Hourly Wage	Recidivism Rate
	Prearrest (prevention)	Arrest	Pretrial Detention	Pretrial Release	Sentence, Juvenile Inst	Sentence, Local Inst.	Sentence, State Inst.	Sentence, Federal Inst	Probation	Parole	Work/Training Release	Unconditional Release						
WA Community College District #17-Work Release Program Spokane						x			x	x	x		1-6 Mos.	6 Mos.	66%	57%	Over $3 - $4	43%
THURSTON COUNTY																		
Friendship Olympia		x		x		x	x		x	x	x	x	1-6 Mos.	6 Mos.	45%	40%	Over $3 - $4	13%
Thurston County Work/Training Release Olympia						x	x		x	x	x		1-6 Mos.	Over 1 Year	92%	98%	Over $3 - $4	10%
WALLA WALLA COUNTY																		
Trend Systems, Inc. Pre-Release Project Walla Walla									x	x	x	x	Less than 1 Mo.	90 Days	90%	60%	Over $3 - $4	
WHATCOM COUNTY																		
Bellingham Work/Training Release Bellingham											x		1-6 Mos.	Over 1 Year	87%	40%	Over $3 - $4	13%

TABLE IV: TARGET POPULATION AND PROGRAM PERFORMANCE

Agency	TARGET POPULATION												Average Length of Client Contact	Length of Follow-Up	Client Completion Rate	% Entered Unsubsidized Employment	Average Hourly Wage	Recidivism Rate
	Prearrest (prevention)	Arrest	Pretrial Detention	Pretrial Release	Sentence, Juvenile Inst	Sentence, Local Inst.	Sentence, State Inst.	Sentence, Federal Inst	Probation	Parole	Work/Training Release	Unconditional Release						
YWCA Women's Community House Bellingham			x	x		x			x	x			1-6 Mos.	6 Mos.	78%	40%	Over $3 - $4	18%
WHITMAN COUNTY																		
Offender Services Whitman County Sheriff's Office Colfax		x	x			x			x		x		1-6 Mos.	1 Year	53%	N/A	Minimum - $3	33%
YAKIMA COUNTY																		
Adult Probation and Parole Yakima									x	x	x			As Long As Necessary		95%	Over $3 - $4	
Ahtanum View Inmate Work Training Release Center Yakima											x		Due to Program Start-Up Period, Minimal Client Contact					
Yakima/Kittitas Work/Training Release Program Yakima						x	x		x	x	x		1-6 Mos.	Over 1 Year	61%	100%	Minimum - $3	10%
Yakima OIC Ex-Offender Project Yakima	x								x	x	x		1-6 Mos.	1 Year	18%*	38%*	Over $3 - $4	20%

*As of July 13, 1978.

TABLE V: CLIENT CHARACTERISTICS

Agency	Clients Served for Data Period	% of Criminal Justice Clients	Client Information Unavailable	MALE					FEMALE					EDUCATION				ETHNICITY				
				Under 16	16 - 20	21 - 25	25 & Over	No Predominant Age	Under 16	16 - 20	21 - 25	25 & Over	No Predominant Age	8 & Under	9 - 11	HS or GED	Post HS	White	Black	American Indian	Hispanic	Other
STATE AGENCY PROGRAMS																						
Employment Security																						
Corrections Clearinghouse	403	100%			23%	28%	23%			6%	12%	8%		3%	31%	56%	10%	51%	36%	3%	6%	4%
Dept. of Social & Health Svcs. (DSHS)																						
Adult Corrections Division																						
Institutional Industries	530	100%						96%					4%									
Prison Education Program	1358 FTEs*	100%		Not Available					Not Available					69%				62%	26%	5%	6%	1%
Work/Training Release Program, ACD	640	100%						93%					7%									
Division of Vocational Rehabilitation																						

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*An annual FTE is equivalent to 45-credit hours.

TABLE V: CLIENT CHARACTERISTICS

Agency	Clients Served for Data Period	% of Criminal Justice Clients	Client Information Unavailable	MALE					FEMALE					EDUCATION				ETHNICITY				
				Under 16	16 - 20	21 - 25	25 & Over	No Predominant Age	Under 16	16 - 20	21 - 25	25 & Over	No Predominant Age	8 & Under	9 - 11	HS or GED	Post HS	White	Black	American Indian	Hispanic	Other
Rehabilitation Corrections Program	2500	100%	x																			
CLALLAM COUNTY																						
Offender Services Port Angeles Work/Training Release Port Angeles	531	100%						95%					5%	5%	40%	40%	15%	90%	3%	7%		
CLARK COUNTY																						
Clark County Dept. of Corrections Vancouver	334	100%			22%	30%	40%			2%	4%	2%		4%	40%	51%	5%	90%	2%	4%	3%	1%
Prevention-Rehabilitation Council of Clark County Vancouver	200	100%				80%					20%				100%			95%	3%	1%	1%	
Vancouver Work/Training Release Vancouver	50	100%			6%	40%	50%					4%		6%	10%	46%	32%	90%	6%	2%	2%	
COWLITZ COUNTY																						

TABLE V: CLIENT CHARACTERISTICS

Agency	Clients Served for Data Period	% of Criminal Justice Clients	Client Information Unavailable	MALE					FEMALE					EDUCATION				ETHNICITY				
				Under 16	16 - 20	21 - 25	25 & Over	No Predominant Age	Under 16	16 - 20	21 - 25	25 & Over	No Predominant Age	8 & Under	9 - 11	HS or GED	Post HS	White	Black	American Indian	Hispanic	Other
Longview Work/ Training Release Longview	11	100%				95%					5%				50%	50%		91%	9%			
Offender Services Kelso							Not Available							Not Available				90%	5%	5%		
FRANKLIN COUNTY																						
Tri-Cities Work/ Training Release Pasco	195	100%		Not Available								2%			85%	15%		Not Available				
KING COUNTY																						
Adult Probation and Parole Seattle	70	100%												10%	60%	20%	10%	60%	28%	4%	4%	4%
ATTICA, Inc. Seattle	63	100%					Not Available											35%	45%	2%		
Campion Tower Work/Training Release Seattle	191	100%	x																			
Cooperative Svcs. Consortium Seattle	164	100%					88%						12%		100%			57%	38%	3%	2%	

TABLE V: CLIENT CHARACTERISTICS

Agency	Clients Served for Data Period	% of Criminal Justice Clients	Client Information Unavailable	MALE					FEMALE					EDUCATION				ETHNICITY				
				Under 16	16 - 20	21 - 25	25 & Over	No Predominant Age	Under 16	16 - 20	21 - 25	25 & Over	No Predominant Age	8 & Under	9 - 11	HS or GED	Post HS	White	Black	American Indian	Hispanic	Other
Criminal Justice Project (Dysfunctional Offender Project) Seattle	300	100%	x																			
Job Therapy, Inc. Seattle*	1798	98%		Not Available										5%	35%	37%	23%	71%	24%	4%	2%	1%
King County Work Release Seattle	404	100%			25%	47%	28%							12%	36%	45%	7%	Not Available				
Operational Emergency Center Ex-Offender Program Seattle	65	100%		Not Available												100%		25%	70%	5%		
Pioneer House Bishop/Lewis Work/Training Release Seattle	176	100%			8%	82%	10%			2%	8%				70%	26%	47%	50%	44%	3%	2%	1%
Pivot, Corp. Seattle	254	77%			12%	30%	39%			1%	6%	9%			100%			40%	53%	1%	4%	

*Job Therapy also has offices in Snohomish and Skagit Counties. These figures reflect their total operation.

TABLE V: CLIENT CHARACTERISTICS

Agency	Clients Served for Data Period	% of Criminal Justice Clients	Client Information Unavailable	MALE					FEMALE					EDUCATION				ETHNICITY				
				Under 16	16 - 20	21 - 25	25 & Over	No Predominant Age	Under 16	16 - 20	21 - 25	25 & Over	No Predominant Age	8 & Under	9 - 11	HS or GED	Post HS	White	Black	American Indian	Hispanic	Other
Re-Entry Assistance Program Seattle	1210	100%		Not Available										17%	10%	70%	3%	15%	77%	2%	4%	1%
Seattle/King County Public Defender Assoc. Seattle		100%	x																			
United Indians of All Tribes Foundation Seattle	32		x																			
University of Washington Resident Release Program Seattle	63	100%						90%					10%				100%	63%	25%		6%	5%
Women's Community Center Seattle	55	100%								13%	42%	46%		4%	33%	41%	22%	60%	33%	4%		4%
KITSAP COUNTY																						
Consolidated Adult Corrections Silverdale	23	100%			38%	14%	24%				5%	19%		10%	67%	19%	5%	86%	5%	10%		

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TABLE V: CLIENT CHARACTERISTICS

Agency	Clients Served for Data Period	% of Criminal Justice Clients	Client Information Unavailable	MALE					FEMALE					EDUCATION				ETHNICITY				
				Under 16	16 - 20	21 - 25	25 & Over	No Predominant Age	Under 16	16 - 20	21 - 25	25 & Over	No Predominant Age	8 & Under	9 - 11	HS or GED	Post HS	White	Black	American Indian	Hispanic	Other
Continued Progress Association Bremerton Work/ Training Release Bremerton	119	99%			9%	58%	29%						13%	26%		56%	18%	86%	7%	4%		3%
OKANOGAN COUNTY																						
Colville Reservation Release Project Nespelem	28	100%			35%	21%	40%			4%				11%	29%	50%	10%	8%		92%		
PIERCE COUNTY																						
Comprehensive Mental Health Center Tacoma	166	100%					Not Available								14%	54%	19%	88%	10%	1%	1%	
Project EL CID Tacoma	418	100%					Not Available							2%	30%	34%	34%	78%	15%	3%	2%	2%
Progress House Association Ex-Offender Program Tacoma	67	100%					Not Available							1%	35%	46%	18%	63%	33%	1%	3%	

TABLE V: CLIENT CHARACTERISTICS

Agency	Clients Served for Data Period	% of Criminal Justice Clients	Client Information Unavailable	MALE Under 16	MALE 16 - 20	MALE 21 - 25	MALE 25 & Over	MALE No Predominant Age	FEMALE Under 16	FEMALE 16 - 20	FEMALE 21 - 25	FEMALE 25 & Over	FEMALE No Predominant Age	EDUCATION 8 & Under	EDUCATION 9 - 11	EDUCATION HS or GED	EDUCATION Post HS	ETHNICITY White	ETHNICITY Black	ETHNICITY American Indian	ETHNICITY Hispanic	ETHNICITY Other
Tacoma Indian Center Ex-Offender Program Tacoma	400	90%		Not Available						2%	9%	2%		85%	15%					100%		
Tacoma/Pierce County Ex-Offender Consortium Tacoma	Presently Inactive																					
Tacoma Urban League Offender Assistance Program Tacoma	150	100%					Not Available							3%	16%	49%	32%	49%	43%	5%		3%
Tacoma Work/Training Release Steilacoom	119	100%			6%	40%	50%					4%		Not Available				56%	40%	2%	1%	1%
TASC Tacoma	204	100%					Not Available							2%	48%	35%	15%	75%	20%	2%	1%	2%
SNOHOMISH COUNTY																						
Everett Work/Training Release Everett	83	100%					Not Available							10%	30%	60%		84%	12%			4%

TABLE V: CLIENT CHARACTERISTICS

Agency	Clients Served for Data Period	% of Criminal Justice Clients	Client Information Unavailable	MALE					FEMALE					EDUCATION				ETHNICITY				
				Under 16	16 - 20	21 - 25	25 & Over	No Predominant Age	Under 16	16 - 20	21 - 25	25 & Over	No Predominant Age	8 & Under	9 - 11	HS or GED	Post HS	White	Black	American Indian	Hispanic	Other
Pre-Prosecution Diversion, Snohomish County Everett	350	100%						66%					34%					95%	1%	3%	1%	1%
Snohomish County Work/Training Release Everett	81	100%			28%	31%	39%					100%		22%	22%	41%	15%	96%	1%	3%		
SPOKANE COUNTY																						
Northwest Human Resources Ex-Offender Project Spokane	5				20%	60%	20%		Not Available						20%	80%		80%	20%			
Spokane OIC Ex-Offender Project Spokane	100	100%			15%	22%	48%			4%	4%	7%			22%	48%	30%	88%	7%	4%		
Spokane Work/Training Release Spokane	485	100%			65%	25%	10%				2%			10%	43%	45%	2%	89%	8%	2%	1%	

TABLE V: CLIENT CHARACTERISTICS

Agency	Clients Served for Data Period	% of Criminal Justice Clients	Client Information Unavailable	MALE					FEMALE					EDUCATION				ETHNICITY				
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WA Community College District #17-Work Release Program Spokane	191	100%			45%	32%	23%						5%	7%	44%	41%	8%	87%	5%	6%	1%	2%
THURSTON COUNTY																						
Friendship Olympia	109	100%			32%	28%	31%			3%	10%	5%		Not Available				88%	4%	5%	4%	
Thurston County Work/Training Release Olympia	138	100%			16%	40%	39%			1%	1%	4%		5%	25%	46%	24%	95%	1%	2%	1%	1%
WALLA WALLA COUNTY																						
Trend Systems, Inc. Pre-Release Project Walla Walla	200	100%						100%						2%	89%		9%	80%	15%	5%		
WHATCOM COUNTY																						
Bellingham Work/Training Release Bellingham	57	100%	x																			

TABLE V: CLIENT CHARACTERISTICS

				MALE					FEMALE					EDUCATION				ETHNICITY				
Agency	Clients Served for Data Period	% of Criminal Justice Clients	Client Information Unavailable	Under 16	16 - 20	21 - 25	25 & Over	No Predominant Age	Under 16	16 - 20	21 - 25	25 & Over	No Predominant Age	8 & Under	9 - 11	HS or GED	Post HS	White	Black	American Indian	Hispanic	Other
YWCA Women's Community House Bellingham	22	100%		Not Available											60%	35%	5%	87%		13%		
WHITMAN COUNTY																						
Offender Services Whitman County Sheriff's Office Colfax	58	100%		Not Available										5%	30%	55%	10%	80%	10%	5%	5%	
YAKIMA COUNTY																						
Adult Probation and Parole Yakima		100%	x																			
Ahtanum View Inmate Work/Training Release Center Yakima	No Clients in 1977																					
Yakima/Kittitas Work/Training Release Program Yakima	34	100%			10%	80%	10%							100%				80%				20%

TABLE V: CLIENT CHARACTERISTICS

Agency	Clients Served for Data Period	% of Criminal Justice Clients	Client Information Unavailable	MALE					FEMALE					EDUCATION				ETHNICITY				
				Under 16	16 - 20	21 - 25	25 & Over	No Predominant Age	Under 16	16 - 20	21 - 25	25 & Over	No Predominant Age	8 & Under	9 - 11	HS or GED	Post HS	White	Black	American Indian	Hispanic	Other
Yakima OIC Ex-Offender Project Yakima	45	100%						90%					10%	30%	70%			25%	65%	3%	8%	

APPENDIX B: EXAMPLES OF COORDINATION METHODS

EXAMPLES OF COORDINATION METHODS

OVERVIEW

The coordination of employment and training programs for offenders has become an objective for some Washington State programs as well as for programs in other states. In some instances, coordination efforts have been geared to local communities; in other instances, attempts have been made to coordinate employment and training programs statewide.

LOCAL COORDINATION ACTIVITIES

A variety of programs have been implemented to effect coordination of employment and training programs for offenders at the local level. These approaches essentially fall into two different categories:

> Centralization of Job Development Efforts: One agency has the responsibility of job development for all correctional clients. The agency may be staffed with its own personnel or with personnel assigned or loaned to it by the participating agencies.
>
> Separate but Coordinated Job Development Efforts: Different agencies continue to develop jobs but coordinate their efforts through a central unit. Job listings and client information is shared. Ways to record job placements and to coordinate employer contacts are developed and agreed upon by the participating organizations.

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> Local centralized or coordinating job development programs are established by using an existing organization or starting a new organization.

In Washington, King and Pierce Counties each have attempted to establish a coordinated job development system. Clark County uses a centralized approach. In other states, both types of coordinating methods have been implemented.

STATEWIDE COORDINATION ACTIVITIES

Several states have addressed the issue of coordinating employment and training programs for offenders by establishing centralized planning and program development at the state level. Illinois has established a unit within its Department of Corrections which is responsible for identifying client and program needs, for establishing funding priorities, and for subcontracting services to meet these needs. Massachusetts has developed a plan to establish local coordinating units in major metropolitan areas. These units will be administered and monitored by the State Manpower Services Council, which has the same role as Washington's Employment Development Services Council.

In Washington, little statewide coordination has been attempted. The exception is the Corrections Clearinghouse project, which has been responsible for coordinating the development of individualized vocational training plans for residents being released from the adult institutions on work/training release or parole. To accomplish this objective, the Clearinghouse has developed relationships with probation and parole and work release staff, public and private training institutions, and other employment and training organizations on a statewide basis. The Clearinghouse, however, has not been responsible for coordinating community-based employment activities.

The following section provides descriptions of several programs in Washington and other states that address coordination at the local or state level.

LOCAL COORDINATION ACTIVITIES

Washington:

- Clark County Department of Corrections
- King County Cooperative Services Consortium
- Snohomish County Job Search and Development Unit

Other States:

- Dallas Corrections Clearinghouse, Texas
- National Alliance of Business Programs,
  - Kansas City, Missouri
  - New York, New York
- St. Louis Clearinghouse for Ex-Offender Employment, Missouri

CLARK COUNTY DEPARTMENT OF CORRECTIONS

Clark County has reduced inter-agency competition and program duplication for offenders by dividing up the service delivery functions of the operating agencies. The Clark County Department of Corrections (CCDC)* is directing an assessment and reorganization of the delivery of employment, training, and treatment services to offenders in the county's judicial system.

CCDC is responsible for all court-referred clients and, as such, has control over the disposition of their treatment. At the present time, CCDC delivers two types of services--court services and treatment services. It is responsible for presentence investigating and reporting, supervising court probation, and making restitution and alternative community service arrangements. If it is determined that a client needs treatment services, or if the court mandates treatment as a condition of release, CCDC provides the treatment directly or refers the client to an appropriate agency. CCDC monitors the progress of all court-referred clients. CCDC is currently divesting itself of most of its direct treatment services in order to concentrate solely on delivering court services. It will continue to monitor clients referred to other community programs and to report to the court on their progress.

Most of the treatment sources presently available to CCDC will be contracted to the Prevention Rehabilitation Council of Clark County (Prehab). CCDC recently transferred all drug treatment services to Prehab and is in the process of transferring its remaining support services to that organization.

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*More detailed descriptions of Clark County programs can be found in Volume II.

CCDC will maintain its present role as a clearinghouse for all offenders in Clark County and will continue to deliver services to the courts. CCDC will interview and work with clients to determine the clients' needs and to match those needs to suitable programs. CCDC will follow-up on its clients' progress and response to treatment, record all data, and report to the courts when appropriate. It will make use of community mental health centers and alcohol treatment facilities and continue to provide job development and placement services for all referred clients.

Unlike many other counties where different departments offer different services to the same clients, Clark County places all court services or referrals under the Clark County Department of Corrections. This system provides a continuity of service delivery, and where each agency has defined responsibilities, the client is not shuttled from one program to another.

KING COUNTY COOPERATIVE SERVICES CONSORTIUM (KCCSC)

The King County Cooperative Services Consortium project was designed and organized to coordinate the efforts of the various private and public agencies in the King County area and to act as a clearinghouse for job openings and employer referrals. Its basic objective is to administer a central unit through which participating agencies refer unfilled job openings and identify unplaced clients. The KCCSC, in turn, registers and distributes this client information and job listings to member agencies. The purpose of KCCSC is to (1) reduce duplicate employer contracts, (2) provide a broader base of job listings for member agencies, (3) provide better placement services for clients. This program was the first attempt to organize and coordinate the efforts of King County area employment programs.

The Consortium is a cooperative of 17 separate agencies that have signed a mutual agreement stating the need for a comprehensive plan for the delivery of services to the target population. Each member agrees to: (1) provide the Consortium with unfilled job orders within 24 hours, (2) provide the Consortium with a list of employers receptive to hiring offenders and to the concept of the Consortium, (3) follow-up on all job placement on a 30-60-90-day basis, and (4) attend membership meetings regularly. A member agency may lose its membership if any of these conditions are not met.

In return, the Consortium agrees to: (1) distribute all incoming job orders among member agencies, (2) maintain a job bank for all members, and (3) maintain a client skills bank. The Consortium reports the status of job orders to member agencies, and on a monthly basis, reports the number of orders filled. It is also supposed to monitor the follow-up that the member agencies are required to provide, and to provide technical assistance to member agencies. (For a full description of this project, see narrative in Volume II.)

The Consortium is administered by a board of directors, which determines policy. Members of the board are selected from employer groups, job service agencies, and correctional agencies. The Consortium works closely with employers and other community-based organizations. The Consortium has negotiated a contract with the Employment Security Department to gain access to the department's job bank. Office space and supplies are furnished by King County Adult Probation and Parole.

In practice, member agencies have been wary of sharing job openings and client information. They fear that they would not get full credit for their efforts or that the Consortium is trying to supersede their job development functions. Because of these fears, the

KCCSC has received limited job listings and client referrals from the member agencies. Consortium staff have developed jobs and employers have called in job listings that have not been filled by member agencies. Due to these difficulties in practicing the basic membership agreements, the KCCSC has been unable to successfully deal with the objective of reducing duplicate employer contracts. However, the Consortium indicates that cooperation among the member agencies is improving.

SNOHOMISH COUNTY JOB SEARCH AND DEVELOPMENT UNIT

The Snohomish County Job Search Development Unit was started in 1973 to place DSHS clients in jobs in Snohomish County. It operated for two years before closing in 1975. It is mentioned here as a coordination model in Washington State which relied on staff loaned from various DSHS programs.

The Job Search and Development Unit was housed at the Everett Work Release facility. Membership of the unit consisted of the Everett and Mountlake Terrace Public Assistance offices, Division of Vocational Rehabilitation, Adult Probation and Parole, Juvenile Parole, Work Release, Indian Ridge Treatment Center, and the Washington State Reformatory. From these various DSHS divisions, job developers were loaned to staff the job search center. Different divisions provided staff for a specific number of days each week on a rotating basis. The center's staff included the loaned personnel plus a secretary. One or more job developers were on duty at the center throughout the week.

Formal procedures were developed to record placement credits. The center maintained both an employer and a client bank. In each case, when a contact was made with an employer, the job developer who made the initial contact was listed as the employer liaison. All future contacts with the employer were then made through this designated liaison. DSHS clients were referred to the center by one of the DSHS offices. When a client came into the office, an intake interview was conducted by a job developer on duty. If there was a job opening or a possible job placement with a company assigned to a job developer other than the one on duty, that person was contacted to make the referral. If the client secured a job through this referral, the interviewer received credit for the referral and the employer liaison claimed credit for a placement. In turn, if an employer called a job order into the office, the person who originally contacted the employer would receive credit for a job developed.

An Employment Security microfiche was kept at the center. If a potential job was identified on the microfiche, the job developer would call Employment Security to find out if the job was still open. If it was, the client was sent to Employment Security to be referred to the job. In all cases, the client was encouraged to register for work at the Employment Security office.

This program was not terminated due to lack of success. Indeed, the program was extremely successful in placing disadvantaged persons. The program basically did not have the necessary ongoing, strong administrative support of DSHS, and, therefore, was not continued.

DALLAS CORRECTIONS CLEARINGHOUSE, TEXAS

The Dallas Corrections Clearinghouse is funded by LEAA funds administered through the Texas Governor's Office of Criminal Justice, an agency analogous to Washington's Law and Justice Planning Office. The grant was awarded to Dallas, whose social service department administers the program. The program has been operating since February, 1977.

Although the Clearinghouse's major effort is employment, it attempts to provide access for adult ex-offenders to the whole range of community services available in the Dallas/Fort Worth area. This includes education, vocational services, transportation, housing, drug and alcohol counseling, welfare and emergency financial assistance, childcare, and VA benefits. The Clearinghouse marshals and coordinates the activities of all the social institutions, organizations, and agencies in the area, and works closely with the Department of Corrections on the state level.

The Dallas Clearinghouse is a central intake and information unit whereby clients either receive services directly, such as job development and placement, or are referred to other agencies. While in contact with the program, ex-offenders receive individual counseling and supervision. All services to the client are carefully coordinated and monitored.

The Clearinghouse works with residents of state and federal institutions before their release and helps develop parole programs. It monitors the individual's progress and adherence to the established program once they are out. The Clearinghouse also develops programs for probationers and functions as a surrogate probation officer while supervising the client.

The Dallas Clearinghouse coordinates the efforts of both public and private agencies. It has developed an inter-agency job development network, which is comprised of Employment Security, the local office of the National Alliance of Business, Urban League, the Veterans Administration, the city and county CETA program, state and federal probation and parole offices, local half-way houses and community-based private programs capable of serving ex-offenders. Representatives work together to provide coordinated services.

The Clearinghouse's relationship with private agencies stresses cooperation, since the private agencies develop jobs and place clients independently. They can also refer hard-to-place ex-offenders to the Clearinghouse, which will provide them with services necessary to make them job-ready. In addition, private agencies refer job openings they have developed but cannot fill to the Clearinghouse. The Clearinghouse then can match these openings to individuals in its large pool of clients.

Coordination of services is enhanced by the use of a computer system maintained by the Dallas Public Library. This system stores data on more than 6,000 social service organizations located in the area. By using the computer, the Clearinghouse can refer a client to a specific person at a specific agency, thereby increasing service delivery and reducing the possibility of clients becoming lost in the system.

NATIONAL ALLIANCE OF BUSINESS - KANSAS CITY, MISSOURI NEW YORK, NEW YORK

The National Alliance of Business (NAB) operates several job search cooperatives around the country. The Kansas City Ex-Offender "Umbrella" Job Coordination Program and New York's Ex-Offender Job Clearinghouse function as central data banks for job openings and offenders seeking work. Both NAB programs were the products of NAB workshops which brought together representatives from business, transitional agencies, and corrections agencies. Representatives at these workshops agreed to work cooperatively to better meet the client's employment needs and the needs of the employer. NAB was asked to coordinate the activities of the various agencies because they were regarded by others as the most "neutral" agency.

Participating member agencies formally agree to share with other agencies job openings that cannot be filled by their own clients in the hope that they can find a client with suitable skills. Likewise, any client not placed by a participating agency is referred to the Clearinghouse so that other agencies can assist with placement.

In becoming a member of the job coordination program, each agency agrees to:

1. Supply a weekly list of the following:
    a. job contracts,
    b. reports of all jobs developed by the agency

   c. reports of all job placements made by the agency, and
   d. a list of all active clients ready for placement.

2. Provide pre-employment training or orientation and job counseling to all clients.
3. Screen clients carefully to match job openings. Every client referred to a job must be considered "job-ready."
4. Develop an employability plan for each client. In cases where drugs or alcohol are a potential problem, clients must be referred to an appropriate supportive service agency for counseling and treatment.
5. Provide follow-up support services (unless an employer does not want them) for a minimum of 30 days after employee's probationary period.
6. Represent the NAB umbrella organization, rather than their particular agency, in all job development efforts.

A permanent coordinator position was established at the respective NAB offices. The program coordinator is responsible for:

1. Collecting and organizing all job listings and client information submitted by the number of agencies;
2. Referring the names of employers willing to hire offenders to the member agencies;
3. Working with the business community to promote the ex-offender and develop new job openings.

Since the member agencies retained the right to search for jobs independently for their clients, the problem of which agency had the right to contact which employer had to be resolved at the beginning. Member agencies drew up a list of the employers they contacted for job openings. The agencies then exchanged lists. If the name of one employer appeared on more than one list, the agencies involved had to work out a compromise among themselves, trading one employer for another. In the compromise, they also agreed not to contact an employer on another agency's exclusive list.

The participating agencies communicate and coordinate efforts by twice-weekly phone conferences regarding job openings, clients, and other information. Monthly, they meet to discuss the goals of the programs, the facilitation of cooperation, and the better use of community resources. Awareness training is provided to new member agencies to allay fears they may have about sharing information with competing programs.

Funding for the administration of NAB programs is provided by local business donations. The NAB Metro offices provide secretarial, clerical and public relations staff for the program. The national NAB pays all travel expenses incurred by the coordinators.

ST. LOUIS CLEARINGHOUSE FOR EX-OFFENDER EMPLOYMENT, MISSOURI

The St. Louis Clearinghouse for Ex-Offender Employment was established by the Missouri Division of Corrections, the State Board of Probation and Parole, and the Office of Manpower of the City of St. Louis.

The Clearinghouse for Ex-Offender Employment provides employment and training services for offenders living in the City of St. Louis. The Clearinghouse operates as a special intake unit of the Comprehensive Manpower system of the Office of Manpower. The Clearinghouse serves as a central intake, referral, and job placement unit for participating criminal justice and community agencies.

The objectives of the Clearinghouse are:

1. To provide coordinated and improved manpower services to offenders in St. Louis;
2 To provide special programs and other services to ex-offenders needing pre-employment skills and job search instruction;

3. To provide referral and employee assistance services to employers to facilitate the placing and retaining of ex-offenders; and
4. To establish cooperation between employment and training agencies serving offenders in St. Louis.

The Clearinghouse began without a budget, relying on personnel loaned from member agencies to staff the unit. Each agency coordinates referrals to the Clearinghouse by using quotas based upon an agency's contribution to the Clearinghouse and the capacity of the Clearinghouse to serve them; three clients per week, for each full-time Clearinghouse staff member, are referred from each agency. When the caseload reaches the saturation point, clients are referred in only as others are referred out.

The basic components of the Clearinghouse are as follows:

Intake: Clients receive orientation and vocational assessment. Determination is made on each client's job skills and deficiencies and whether or not the Clearinghouse can be of help.

Assessment and Orientation: This service includes more detailed vocational counseling and referral to special services for clients who are not job-ready. Each client is assigned a counselor.

Referral and Placement: Job openings are identified and client skills matched with employers' needs. To identify job openings, daily job listings of the Office of Manpower are used as well as Employment Security microfiche. A state employment security job placement technician is stationed at the Clearinghouse office. If the job bank or the job screen fail to yield an appropriate position, the job developer tries to develop a position for the client.

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Resource Bank for Employers: The intent of the Clearinghouse is to provide a full range of services to its clients from a central intake and referral point. Employers have one place to call job orders or to receive assistance with employee problems. Each member agency invests staff time and office supplies.

Other Clearinghouse units are also operating in other cities, including Louisville and Lexington, Kentucky.

STATEWIDE COORDINATION ACTIVITIES

Arizona Ex-Offender Program

Illinois Corrections Manpower
Services Unit

Massachusetts Comprehensive Offender
Employment Resource System

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ARIZONA EX-OFFENDER PROGRAM

In 1970, the U.S. Department of Labor contracted with several states to implement Model Ex-Offender Programs (MEPs) to assist inmates being released from prison in finding jobs. Another objective of the Model Ex-Offender Program was to demonstrate that their Department of Economic Security could effectively place ex-offenders by modifying established employment service practices at the state and local levels.

The concept of the Model Ex-Offender Program was for each state to establish a central MEP unit to coordinate the activities of Economic Security staff working in the correctional institutions and local ES offices. Local Economic Security office involvement was employed in the major metropolitan areas where there were large offender populations. The MEP required that trained, full-time ES staff be stationed at major state and county correctional facilities and provide for continuity of services from prison to release.

Arizona received funds from the Department of Labor to operate the program from 1971 to 1973. The Arizona State Legislature subsequently funded the Ex-Offender Program under the auspices of the Department of Economic Security's Job Service units. The program is operated by the Department of Economic Security in cooperation with the Department of Corrections, Department of Vocational Education, and other agencies and organizations.

The Arizona Ex-Offender Program works with persons being released from institutions as well as other ex-offenders in the community who need jobs. Prior to release, an inmate is interviewed by a member of the Ex-Offender Program staff at the institution. Information concerning vocational interests and skills as well as personal and social needs that must be met is gathered and forwarded to the ex-offender team in the area where the inmate plans to relocate. That team is then responsible for helping to secure suitable employment for the individual and for providing the necessary support to facilitate satisfactory reintegration into the community. The Arizona Ex-Offender Program currently has offices in six different metropolitan areas.

An evaluation of the original MEP programs concluded that the factors of a successful program were: support from top management, energetic and capable project staff, and a willingness to depart from traditional Economic Security practices without abusing privileges or alienating supporters in the process.

ILLINOIS CORRECTIONS MANPOWER SERVICES UNIT

In developing a request to the U.S. Department of Labor for special project CETA funds, Illinois designed a comprehensive manpower plan to meet the employment and training needs of ex-offenders. In a joint effort between the State Department of Corrections and the Governor's Office of Manpower and Human Development, which administers state CETA funds, 12 local programs were initiated to implement this plan. Overall administrative, planning, and funding responsibilities of these programs were placed in the Corrections Manpower Services Unit, which is located in the Department of Corrections. The CETA funds will be decreased and the local programs are expected to find local funding sources. Eventually, all state funding will be phased out.

Several of the 12 programs provide direct job development and placement services, while others are projects involving pretrial diversion, vocational training, and employment counseling. One program provides training inside the correctional institutions. Another offers continued vocational training to residents released from institutions. Combined, the components were designed to deliver services at three points--before, during, and after incarceration.

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Corrections Manpower Services Unit is responsible for providing planning and technical assistance to the two state departments it represents. All funds subcontracted to the individual programs are channeled through the Manpower Services Unit, which has the following responsibilities:

1. To provide comprehensive planning for the needs of ex-offenders in the state;
2. To negotiate contracts for programs to provide services in support of an annual comprehensive plan;
3. To provide technical assistance and monitoring support to the contractors;
4. To assist individual grantees in developing management information systems that not only meet the requirements of CETA but also provide an accurate data base for program analysis; and
5. To solicit proposals from contractors to provide evaluation services and make policy recommendations to the Govenor's Office of Manpower and Human Development.

In addition, manpower vendors must be located in communities that commit at least 75 clients a year to the Department of Corrections and are willing to place 250 clients a year in jobs.

An additional objective of the Corrections Manpower Services Unit was to develop a statewide management information system designed to provide comprehensive data on all offenders involved in the Illinois judicial system. It was to be used to monitor each individual's progress through the criminal justice system, by recording employment history, treatment received, court records, and other relevant data. A model management information system was developed, but it was found to be too ambitious, expensive, and cumbersome and was never used.

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MASSACHUSETTS COMPREHENSIVE OFFENDER EMPLOYMENT RESOURCE SYSTEM

The Massachusetts State Manpower Services Council, which serves the same function as Washington's Employment Development Services Council, established a task force to assess how employment and training programs for offenders could be more effectively coordinated. The task force recommended that a program entitled the Comprehensive Offender Employment Resource System be established which would attempt to pool the resources of various correctional and employment and training agencies. Implementation guidelines for the proposed system have been established, and it is anticipated that the program will begin in the fall of 1978 as a pilot.

The purpose of the Comprehensive Offender Employment Resource System is to coordinate the efforts of the State Department of Employment Security, the Rehabilitation Commission, the Department of Manpower Development, the Department of Corrections, the Parole Board (similar to Washington's Probation and Parole Department), and the Department of Youth Services to provide a complete service delivery system to place ex-offenders in employment. Each agency will contribute resources in the form of funds, staff, equipment, or office space. The planning, organization, and technical assistance for this system are provided by the State Manpower Services Council and the Massachusetts Commission on Criminal Justice. Comprehensive Offender Employment Resources System will establish local employment resource centers in Boston, Springfield, Worcester, and Southeastern Massachusetts in cooperation with four of the nine local prime sponsors.

Employment Resource Centers will be jointly funded, supported, and staffed by the Employment Security Department, Massachusetts Rehabilitation Commission, CETA Prime Sponsors, State Manpower Services Council, the Department of Corrections, the Massachusetts Parole Board, and the Massachusetts Committee on Criminal Justice. These agencies have agreed upon their respective roles and responsibilities. Lead and support roles have been assigned to the participating agencies to accomplish the following program components:

- Program planning, monitoring, and evaluation;
- Staff training including: outreach; orientation and assessment; vocational planning, training, and supportive services; job development and placement; and follow-up.

The State Manpower Services Council staff will conduct public relations efforts to increase employers' awareness of the problems ex-offenders face, train state and local Comprehensive Offender Employment Resource staff, and provide technical assistance. They will also make recommendations on legislative reform, draft model legislation, and try to eliminate legal barriers to employment of ex-offenders. The State Manpower Services Council will also assist in developing and implementing procedures to monitor and evaluate the program. Overall program planning and development is done by the State Manpower Services Council staff, who rely upon all the member agencies for input. Once the program is implemented, responsibilities for planning will fall increasingly to the director. The emphasis is on the local planning process, and each prime sponsor is expected to work with the local agency offices (ESD, DVR, etc.) to design a program for its own area.

Initially, the Comprehensive Offender Employment Resource System will be funded by CETA and LEAA funds as seed money. In addition, local prime sponsors will provide funds for some staffing, and the state agencies will provide loaned staff. The State Manpower Services Council hopes that the Comprehensive Offender Employment System will eventually contract with local private organizations to operate the employment resource centers.

APPENDIX C: GLOSSARY OF ACRONYMS

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GLOSSARY OF ACRONYMS

ABE	Adult Basic Education
ACD	Adult Corrections Division
AFDC	Aid to Families with Dependent Children
AOAP	Adult Offender Assistance Project
BEOG	Basic Educational Opportunities Grant
BOS	CETA Balance of State
CCDC	Clark County Department of Corrections
CETA	Comprehensive Employment and Training Act
CSA	Community Service Administration
DSHS	Department of Social and Health Services
DVR	Division of Vocational Rehabilitation
EDSC	Employment Development Services Council
EO	Employment Orientation (Program)
EORC	Education Opportunity and Resource Center
ESD, ES	Employment Security Department
FTE	Full-Time Equivalent
GATB	General Aptitude Test Battery
GED	General Educational Development (Testing program for high school equivalency)
HEW	U.S. Department of Health, Education and Welfare
HRDI	Human Resources Development Institute (AFL-CIO)

JATC	Joint Apprenticeship and Training Committee
KCCSC	King County Cooperative Services Consortium
LEAA	Law Enforcement Assistance Administration
MEP	Model Ex-Offender Program
NAB	National Alliance of Business
NRO	Northwest Rural Opportunities
OEC	Operational Emergency Center
OFM	Office of Financial Management
OIC/A	Opportunities Industrialization Centers of America
OJT	On-The-Job Training
PSE	Public Service Employment
RCW	Revised Code of Washington
RFP	Request for Proposal
SPEDY	Summer Program for Economically Disadvantaged Youth
TASC	Treatment Alternatives for Street Crime
WAC	Washington Administrative Code
WIN	Work Incentive Program
WOIS	Washington State Occupational Information Service
YACC	Young Adult Conservation Corps
YCCIP	Youth Community Conservation and Improvement Projects
YEDP	Youth Employment Demonstration Programs
YETP	Youth Employment and Training Program
YIEP	Youth Incentive Entitlement Projects

APPENDIX D: PROGRAM QUESTIONNAIRE

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Dear

The Office of Community Development is conducting a study on training and employment programs for offenders. This study was requested by the House Institutions Committee of the Washington State Legislature. The objectives of the study are

> To recommend how to more effectively coordinate training and employment programs for offenders.
>
> To develop a standard tool for monitoring and evaluating these programs.
>
> To look at methods for placing more offenders in unsubsidized jobs.

We need your cooperation in this study. Enclosed you will find a questionnaire which we ask you to complete. This questionnaire is being sent to a number of programs throughout the state. If you work with offenders or provide services to offenders, please complete this questionnaire and return it to the Office of Community Development by March 24, 1978. Please use only figures from calendar year 1977. If your bookkeeping system prevents you from doing this, indicate:

A. If your figures include more than 1977 data.

B. If they include only part of 1977 data.

Likewise, please indicate whenever you are using a figure that is an estimate. If you cannot supply any of the data requested, please indicate why. Try to be as accurate as possible: the information requested is essential to our study and could help you as well.

We appreciate your cooperation and effort in this evaluation of employment and training programs.

Again, please return your completed survey form by March 24, 1978, as we are operating on a tight schedule. If you have any questions, write or call Ms. Chris Gowdey at (206) 754-1038 or Mr. Nick Turnbull at (206) 754-1037.

Sincerely

John Swannack, Administrator
Employment and Training Division

JS:jee

Enclosure

EX-OFFENDER STUDY

QUESTIONNAIRE

Please complete and return by March 24, 1978.

If you need further space to answer questions, use an attached sheet.

Name of Agency: ____________________

Director: ____________________ Telephone: ( ) __________

Address: ____________________
Street

____
City County Zip Code

If planning/administrating agency is different than above, please indicate: ____________________

____

Name and title of person completing questionnaire:

____
Name Title

1. Does your program provide correctional clients with training and/or employment-related service? ☐ Yes ☐ No

2. Is your program a community resource for the planning, funding, or advocacy of training and/or employment-related services for correctional clients? ☐ Yes ☐ No

IF YOUR PROGRAM HAS NOTHING TO DO WITH THE EMPLOYMENT AND TRAINING OF CORRECTIONAL CLIENTS IN EITHER PRE-PLANNING OR OPERATIONAL SENSE, PLEASE CHECK BOX, STOP HERE, AND RETURN THE QUESTIONNAIRE IN ORDER TO BE REMOVED FROM OUR MAILING LIST. ☐

IF YOUR PROGRAM OR ORGANIZATION IS NO LONGER SERVING CORRECTIONAL CLIENTS, PLEASE COMPLETE THE FOLLOWING QUESTION AND RETURN THE QUESTIONNAIRE IN ORDER TO BE REMOVED FROM OUR MAILING LIST.

3. The employment and training services formerly provided by this program are:

☐ No longer provided ☐ Provided by another program

Name of new service provider ____________________

Address ____________________

CITY ____________________ State __________ Zip Code ______

4. Check box that describes your agency:

☐ Nonprofit ☐ Profit ☐ Public ☐ Other

5. Geographical area served by your program: ______________________________

6. Number of professional staff (counselors, administrators, etc.): ______________

7. Number of nonprofessional staff (clerks, typist, etc.): ______________________

8. Do you report to an advisory or planning council? ☐ Yes ☐ No If yes, indicate title of council: ______________________________

9. Your staff is primarily: ☐ Full-Time Paid ☐ Part-Time Paid ☐ Volunteer ☐ Other

10. How many ex-offenders do you currently have on your staff? ______________

11. How many did you have in 1977? ______________________________

12. Your present program has been in operation for:

☐ Less than 1 year ☐ 1 to 3 yrs. ☐ 4 to 6 yrs. ☐ More than 6 years

13. What were your sources of funds and how much money did you receive from each source in 1977? (Check as many as apply.)

___LEAA, Discretionary Funds $__________
___LEAA, State Block Grant $__________
___Title XX $__________
___Vocational Education $__________
___Vocational Rehabilitation $__________
___General Revenue Sharing $__________
___CETA, Governor's Special Grant $__________
___HEW $__________

___CETA, Local Prime Sponsor Funds $__________
___CETA, Balance-of-State Funds $__________
___State Revenues $__________
___Local Revenues $__________
___Contributions $__________
___Private Foundation $__________
___Other (specify)__________
____

14. What are your current sources of funds and how much money do you receive from each source? (ANSWER ONLY IF DIFFERENT FROM 1977)

___LEAA, Discretionary Funds $__________
___LEAA, State Block Grant $__________
___Title XX $__________
___Vocational Education $__________
___Vocational Rehabilitation $__________
___General Revenue Sharing $__________
___CETA, Governor's Special Grant $__________
___HEW $__________

___CETA, Local Prime Sponsor Funds $__________
___CETA, Balance-of-State Funds $__________
___State Revenues $__________
___Local Revenues $__________
___Contributions $__________
___Private Foundation $__________
___Other (specify)__________
____

15. If your data is not based entirely on 1977 figures, for what period are you reporting? ______________________________

16. What is your current funding period? ______________________________

17. If you operate on a fiscal year basis, designate start and end of fiscal year:
____

18. What percent of your budget was spent on administration in 1977? ______________%

19. What were your total costs per client in 1977? $________________

Cost per job developed? $______________
Cost per client entering employment? $____________
Cost per client entering training? $______________
Cost per client completing training $______________

20. How many clients did you serve in 1977?____

21. Does your program provide training and/or employment-related services (Check one only.)

___Exclusively to criminal justice clients?
___To criminal justice clients totaling roughly ___% of your total client population?
___To criminal justice clients, but you do not keep statistical records based on this characteristic?
___Other____

22. What are your criteria for selecting correctional clients?__________________________

____

____

____

23. Does your program provide services to clients at the following stages of the criminal justice process? (Check as many as apply.)

___Pre-Arrest (prevention)
___Arrest
___Pretrial Detention
___Pretrail Release
___Sentence, Juvenile Institution
___Other______________________________
____
____

___Sentence, Local Institution
___Sentence, State Institution
___Sentence, Federal Institution
___Probation
___Parole
___Work/Training Release
___Unconditional Release

24. Has your program developed working relationships in the planning and/or operational stages with any of the following? (Check as many as apply.)

	Plng.	Oper.
Police......................	_____	_____
Prosecutor..................	_____	_____
Public Defender.............	_____	_____
Courts, Adult...............	_____	_____
Correctional Administration, Local..................	_____	_____
Correctional Administration, State..................	_____	_____
Other____________________	_____	_____

	Plng.	Oper.
Probation Authority..	_____	_____
Parole Authority.....	_____	_____
Juvenile Authority...	_____	_____
Business Community...	_____	_____
Unions...............	_____	_____
Professional Associations.............	_____	_____
Civic Groups.........	_____	_____
Churches.............	_____	_____
Volunteer Organizations...........	_____	_____

25. What was the sex distribution of your correctional population in 1977? (Please give the percentage of each.)

MALE
____Under 16
____16-20
____21-25
____Over 25
____No Predominant Age Group

FEMALE
____Under 16
____16-20
____21-25
____Over 25
____No Predominant Age Group

26. What was the education distribution of your correctional population in 1977? (Please give the percentage of each.)

____8th grade and under
____9-11th grades
____High school or GED
____Post high school

27. What was the ethnic distribution of your correctional population in 1977? (Please give the percentage of each.)

____White
____Black
____American Indian
____Hispanic
____Other
____Information not known

28. What kinds of service do you provide? (Check as many as apply.)

Provided Directly	Provided Through Referrals	Educational Services:
________	________	Motivational Training
________	________	Aptitude Testing
________	________	Employment Counseling
________	________	Career/Vocational Counseling
________	________	Vocational Testing
________	________	General Educational Development (GED)
________	________	Adult Basic Education (ABE)
________	________	Institutional/Skill Training
________	________	On-the-Job Training
________	________	Apprenticeship Training
________	________	Work Experience
________	________	Supported Work
________	________	Job Development
________	________	Job Placement
________	________	Follow-up
________	________	Other________________________________
		____________________________________
		Supportive Services:
________	________	Health Care
________	________	Child Care
________	________	Psychological Counseling
________	________	Housing
________	________	Transportation
________	________	Legal Services
________	________	Stipends
________	________	Equipment
________	________	Emergency Care
________	________	Other________________________________
		____________________________________

29. How do you determine who is ready for a job?

____

____

____

____

30. How long are correctional clients generally in contact with the program (not including the follow-up period)? (Check one only.)

☐ Less than 1 month ☐ 1 to 6 months ☐ 7 to 12 months ☐ More than 12 months

☐ Other ______________________________

31. What is the length of your follow-up period?

☐ 30 days ☐ 60 days ☐ 90 days ☐ 6 months ☐ 1 year ☐ More than 1 year

32. What criteria do you use to determine if you have achieved success with a correctional client? (Check as many as apply.)

___Successful job placement
___Successful employment for fixed time period
___Completion of individualized employability plan (education, training, etc.)
___Successful integration into the community (based on staff judgement)
___Other: ______________________________
(Use other side of page if necessary.)

33. What was your success rate in 1977? (Check one only.)

☐ 0-10% ☐ 11-25% ☐ 26-50% ☐ 51-75% ☐ 76-90% ☐ 91-100%

34. What was your completion rate (i.e., the number of correctional clients who completed the program divided by the total number of correctional clients who participated) in 1977?
____

35. In 1977, what percentage of your correctional clients entered unsubsidized employment?
__________%

36. What was the average hourly wage of jobs in which you placed correctional clients in 1977?

☐ Minimum Wage to $3.00 ☐ Over $3.00 to $4.00 ☐ Over $4.00 to $5.00

☐ Over $5.00 (Please specify): ______________________________

37. What was the recidivism rate of your correctional clients (i.e., those who were returned to an institution either because of a parole or probation violation or because of a new offense and conviction)? __________

38. What do you think the main reasons are for a correctional client's failure to find a job?

____

____

____

____

____

39. What do you think the main reasons are for a correctional client's failure to retain a job?

40. In your opinion, what are the principal problems of correctional clients finding work?

41. Do you have connections (either formal or informal) with other agencies and organizations ☐ Yes ☐ No If yes, please list.

42. In your opinion, how can coordination between agencies working with correctional clients be enhanced?

43. What are your current program evaluation criteria?

44. What is the schedule for your budget planning process for your next funding period?

45. Can you suggest criteria with which to evaluate and monitor programs such as yours?

46. What do you think are the advantages and disadvantages of having ex-offenders on your staff?

Please return the completed questionnaire to:

George C. Turnbull, Jr.
Office of Community Development
Employment and Training Division
208 General Administration
Olympia, WA 98504 Mail Stop AX-21

APPENDIX E: CLIENT QUESTIONNAIRE

The Office of Community Development is conducting a study on employment and training programs for offenders. The Legislature requested this study to look at ways of coordinating the employment and training programs for ex-offenders around the state. We hope that by providing better coordination, we can provide more employment and training programs to ex-offenders.

We need your help in this study. We want to make sure that your voice is heard before we make any recommendations for changes. Please help us by answering all of the questions on this questionnaire.

Completion of this questionnaire is voluntary. The questionnaire is constructed so you cannot be identified and your answers will in no way effect your case. Please do not put your name anywhere on the questionnaire. When you are done, fold the questionnaire, tape or staple it and put it in the mail; you do not need a stamp.

Sincerely,

Chris Gowdey

Christine E. Gowdey
Planner

CEG:pdf

Enclosure

1. Where are you currently living?

☐ Work Release Facility ☐ Institution City ______________________________

2. What kinds of employment and training services do offenders need? Number in order or importance.

____ Career/Employment Counseling

____ Vocational Testing

____ Finishing High School or get General Educational Development

____ Basic Education (reading, writing & math)

____ Vocational Training

____ Training On-The-Job

____ A Job

____ Supported Work (start with low stress job & increase responsibility)

____ Follow-up (continued counseling after getting a job)

Number services in order of importance.

____ Health Care

____ Child Care

____ Psychological Counseling

____ Housing

____ Transportation

____ Legal

____ Providing Equipment/Tools

____ Emergency Care

____ Other ______________________________

3. What are the problems ex-offenders have finding a job?

____

____

____

____

____

4. What ideas do you have for getting more ex-offenders into training and/or jobs?

5. What problems do ex-offenders have in keeping a job?

6. What do you think are the reasons for someone not making it on the streets?

7. Which parts of the state do not have enough training and job programs for ex-offenders?

8. Which of these programs have you heard of? (Please check those you know.)

____ Division of Vocational Rehabilitation
____ Employment Security Offices
____ CETA Centers
____ Corrections Clearinghouse
____ PIVOT
____ Seattle Urban League
____ National Alliance of Businessmen
____ Operational Emergency Center
____ Women's Community Center
____ Northshore Multi-Service Center
____ South King County Multi-Service Center
____ Tacoma Urban League/Adult Offender Assistance Program
____ Spokane Opportunities Industrialization Center
____ Yakima Opportunities Industrialization Center
____ Job Therapy
____ Continued Progress Association
____ EL CID
____ Progress House/Dorcus House
____ Northwest Human Resources
____ Job Corp
____ Northwest Services Council
____ Women Offender Project
____ Friendship
____ Re-Entry Assistance Project
____ Active Mexicanos
____ Seattle Opportunities Industrialization Center
____ Benton-Franklin Opportunities Industrialization Center
____ Tacoma Opportunities Industrialization Center

How good of a job do these programs do in putting ex-offenders in training and/or jobs. Use this scale to rate the agencies.

1 Do a good job.
2 A lot of talk, but don't deliver
3 Refer people to organizations, but don't know what results occur.
4 Never heard of them.

____ Division of Vocational Rehabilitation
____ Employment Security Offices
____ CETA Centers
____ Corrections Clearinghouse
____ PIVOT
____ Seattle Urban League
____ National Alliance of Businessmen
____ Operational Emergency Center
____ Women's Community Center
____ Northshore Multi-Service Center
____ South King County Multi-Service Center
____ Tacoma Urban League/Adult Offender Assistance Program
____ Spokane Opportunities Industrialization Center
____ Yakima Opportunities Industrialization Center
____ Job Therapy
____ Continued Progress Association
____ EL CID
____ Progress House/Dorcus House
____ Northwest Human Resources
____ Job Corp
____ Northwest Services Council
____ Women Offender Project
____ Friendship
____ Re-Entry Assistance Project
____ Active Mexicanos
____ Seattle Opportunities Industrialization Center
____ Benton-Franklin Opportunities Industrialization Center
____ Tacoma Opportunities Industrialization Center

9. How could job finding programs work together better?

____

____

____

____

____

____

10. How helpful are the following adult corrections people in helping ex-offenders find jobs. Use this rating scale.

1 Very helpful.
2 Refer people to other agencies, but don't do direct job finding.
3 Don't seem to be aware of available programs.
4 Not part of their job.
5 A lot of talk, but don't deliver.

_____ Institutional Counselors
_____ Institutional Vocational Instructors
_____ Institutional Industrial Industries Staff
_____ Work-Training Release Staff
_____ Probation and Parole Officers

11. What do you think of vocational programs in the institutions?

_____ Did not participate in vocational program at institution.

_____ Okay (Explain) ____

____

____

_____ Not very good (Explain) ____

____

____

12. If you received vocational training in the institution was any help given you in finding a job you were trained for? _____ Yes _____ No (Explain)

____

____

____

13. Did you participate in an institutional industries program? _____ Yes _____ No
If yes which one ____
Did you learn any skills that helped you get a job? _____ Yes _____ No (Explain)

____

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